

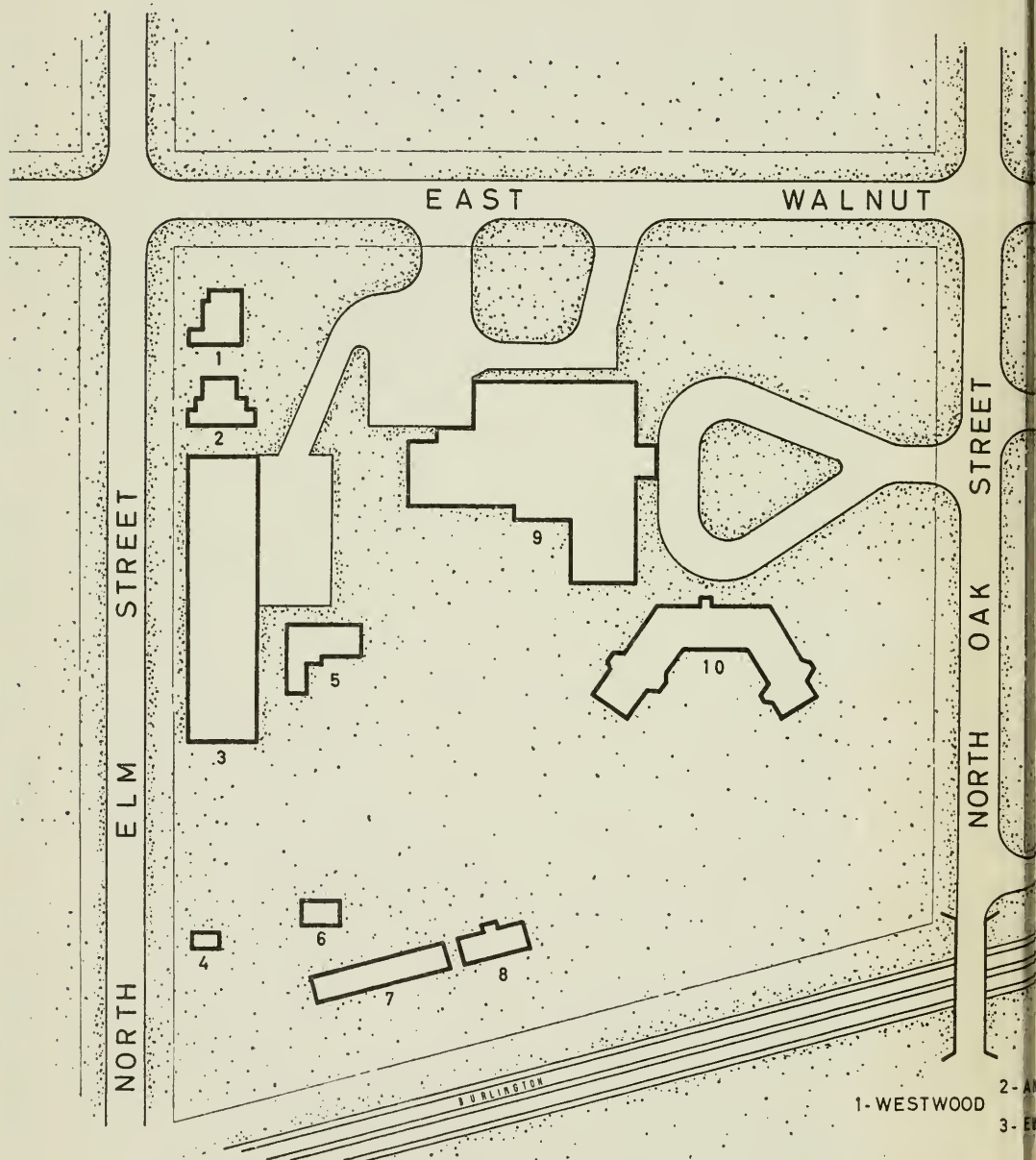
HINSDALE

Sanitarium and Hospital

1904 TO 1957

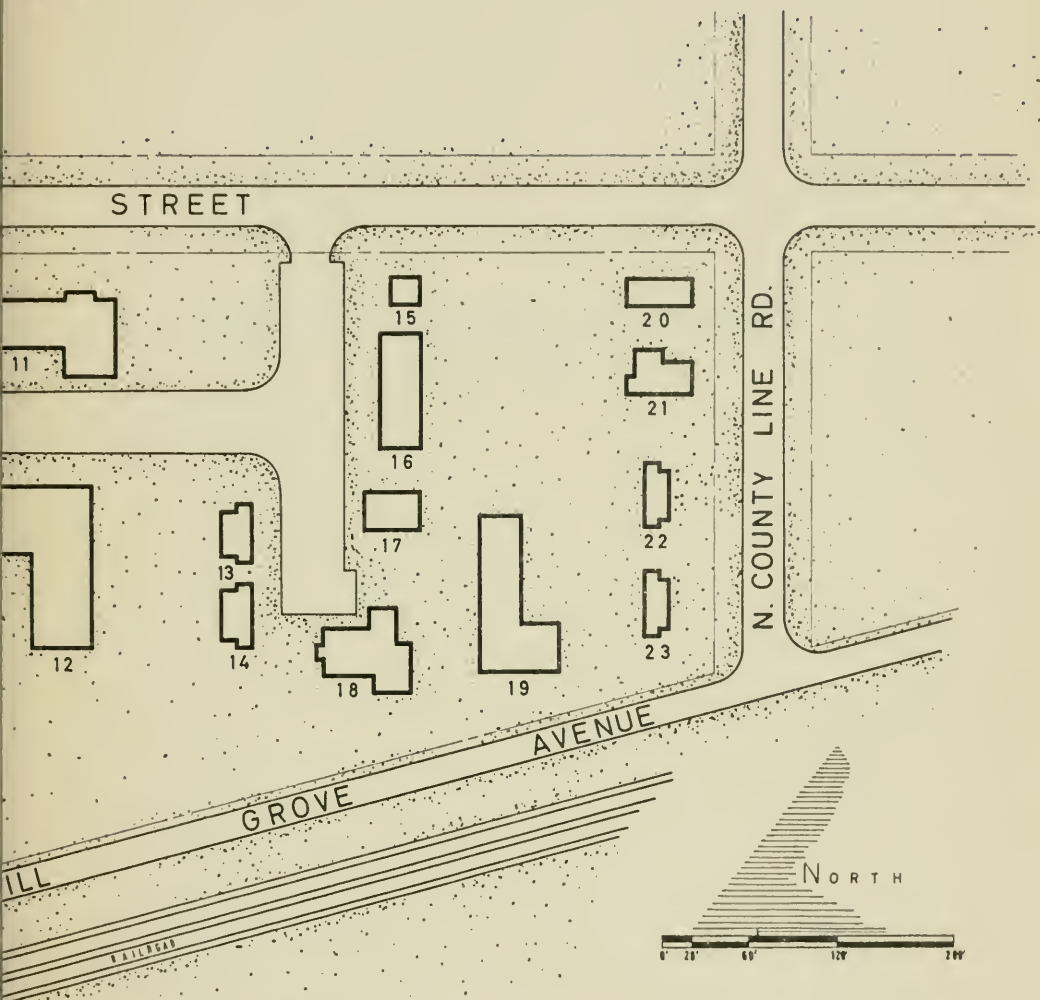
BUILDINGS AND

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| HALL | 4-REST COTTAGE | 7-GREENHOUSE | 11-CHURCH |
| OD HALL | 5-MAINTENANCE BUILDING | 8-SOUTHLAWN | 12-TUPPER HALL |
| | 6-OAK LAWN | 9-MAIN HOSPITAL | 13-KNOLLWOOD |
| | | 10-PAULSON HALL | 14-SHADY NOOK |
| | | | 15-HILLSIDE |

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| 16-HILLCREST | 22-EASTVIEW |
| 17-KIMBALL | |
| 18-THE INN | |
| 19-HIGHLAND HALL | |
| 20-SUNRISE | |
| 21-MOLINE COTTAGE | 23-PARKVIEW |

HINSDALE SANITARIUM AND HOSPITAL
1904 — 1957

H I N S D A L E

Sanitarium and Hospital

1904 TO 1957

COMPILED

AS A CONTRIBUTION

TO THE HOSPITAL

by Hugh G. Dugan

TO THOSE WHO SPARE
NOT THEMSELVES THAT
OTHERS MAY LIVE.

Foreword

In America great respect prevails for those who raise themselves up from meagre beginnings and inauspicious surroundings to become of some exceptional service to mankind. But there is also respect and admiration for those who, after having achieved success in their own right, reach out to help others along the way; and often the latter gesture, in its practical effect, is as much or more productive of accomplishment than the former. How fortunate it is when an institution is blessed with both kinds of stones in its foundation.

According to statistics sent to the American Hospital Association, covering the year 1955, the Hinsdale Sanitarium and Hospital admitted 6,310 patients for general, short-term hospital care, the average daily adult patient census being 158, and had a bed capacity of 193. The total births were 1,099 or an average of three daily. The institution is shown as having a state-approved professional nursing school, and total paid personnel numbering 357.

The American Hospital Association's Joint Commission on Accreditation of Hospitals lists the institution among those that are FULLY ACCREDITED, which means that it is meeting all of the Commission's established standards as to treatment and care, management, equipment, supplies, personnel, and medical and nursing procedures.

To have reached its present stature from nothing but an idea in a little more than 50 years, while surmounting the troubles and anxieties that inevitably beset most organizations whose purposes are exclusively humanitarian, there

must have been some unusual sources of strength. No endeavor can grow with such assurance and mounting success as that demonstrated by the "San," as it is affectionately known to all Hinsdaleans, without foresight, administrative wisdom, cooperative devotion to duty, and a deserved community of interest.

On that premise let us review the beginnings, the growth, and the present-day services of this modern hospital.

H. G. D.

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Struggle and Hope

The origin and early years of the Hinsdale Sanitarium were so closely associated with the life of David Paulson, that a brief review of the first four decades of that exceptional life is an essential preliminary to a complete story of the institution. To the extent that institutions are the products of personalities, the sanitarium originated most unmistakably from the vision and the capabilities of this remarkable individual.

He was born at Raymond, Wisconsin, in 1863, and while he was quite young his parents moved their large family to a small farm in South Dakota, near Beresford. Existence was rugged in the Dakotas during the 1870's. Pleasures were few and simple; work was hard. The mother died a few years after their arrival there, and when David was fifteen he was stricken with diphtheria. It was a severe case. Two of the children had died of the same malady, and then another brother. While in semidelirium, David overheard his father say,

"David will be next. He can't last long. I think we had better wait and bury both boys at once."

While his life hung in the balance David prayed most fervently, promising the Lord:

"I will give you everything — all my life — if you'll let me live."

He vowed to God that, if spared, he would devote the remainder of his life to the service of humanity, to the sick and the needy.

Undoubtedly, that experience was a significant milestone in David Paulson's life, for it surely did portend accurately the course of his life; and it imbued his young and impressionable mind with the power of the spirit, as released through prayer. It was among his first lessons in learning what to pray for, and what not to pray for. On many occasions during subsequent years his pleas to heaven for help in behalf of the sick and the indigent were answered in ways that are most impressive.

One day David went over to Mitchell, South Dakota, to hear a talk by a Mr. Prescott, then president of the Battle Creek College in Michigan. He returned home determined to attend that college.

After the passing of his father, an older brother helped David enter Battle Creek in 1888, where he took a premedical course, working part time to pay his way. After graduating from there, his medical courses were pursued at the University of Michigan, and completed at Bellevue College in New York. He joined the staff of the Battle Creek Sanitarium as a physician in 1894.

Dr. John H. Kellogg, a well-known surgeon, author, and promoter of healthful living, was Medical Director at Battle Creek Sanitarium, and he became interested in the career of Dr. Paulson. Dr. Kellogg's interests were not confined to the institution he managed; he also wanted to establish a medical mission among the poor in the city of Chicago, this to be an extension and enlargement of similar endeavors that had been undertaken in Battle Creek. The Chicago mission was launched in 1893, next door to and in collaboration with the Pacific Garden Mission, then on Van Buren Street.

Dr. Kellogg's mission was known as the Life Boat Mission. Later, its quarters were moved to 472 South State Street, next

door to the Homestake Lunch Room that was advertising "three hot cakes, including coffee, butter, and roll, for 10 cents"; and in that era many pan-handlers were on the streets begging that sum of money. A member of the Mission has left this description of one phase of their routine work:

"Every Sunday throughout the year a group of our workers visited the South Clark Street Police Station. After a special prayer in an upper room, we went first to the corridor where the disorderly and the drunks were confined, and there we began to sing songs and hymns. Many a time I have seen noisy, half dazed men who, crazed with their drinking and carousing of the night before; having no respect for God or eternal things, would ridicule our singing and try to break up the meeting. I have seen such men calm down . . . and usually, at the close of the meeting, they would raise their hands in prayer. We believe that many went out from those cells with a genuine determination to make their lives worth while."

The mission's work among the disabled, the criminal, and the destitute of the near south side was commended highly by the churches and all good citizens. Its accomplishments, in both practical assistance and permanent conversions to righteous living, were many. There were Tom Mackey, Dick Lane, Samuel Coombs, among various others who were, in many instances, literally picked up off the curb, and who later became useful members of society. The mission was incorporated in 1904.

Dr. Paulson likewise was interested in medical missionary work; so much so that he felt its call was more urgent than his duties at Battle Creek, and this decision proved to be a main turning point in his career. Medical missionary work, in order to be done efficiently and effectively required a trained personnel; in this it was no different from other lines of endeavor. Also, it must be remembered that in those days there were not so many charitable organizations, and those

that did exist were not so well organized nor so influential as they are today. (They also, however, were in need of trained workers). So, with Dr. Kellogg's cooperation, Dr. Paulson moved to Chicago to organize a pioneering institution to be known as the American Medical Missionary College.

It was in the year 1895, with Dr. Kellogg's assistance, and with strength reinforced by prayer, that Dr. Paulson established the American Medical Missionary College in a building that had formerly been a watch factory, at 1926 South Wabash Avenue. It was the purpose of this school to produce medically trained missionaries to circulate among the slums, to administer medical service and moral support. The students lived and attended classes in the same building, and worked while they learned. They visited families in need and assisted in the clinics in minor surgery, and maternity cases. In that neighborhood it was not safe to be on the streets at night, but the work went on. Some of the graduates of the American Medical Missionary College are still serving, in this and other lands.

The reputation of that pioneering school spread, and finally, in 1910, a larger, better equipped institution, to serve the same purpose, was built in California, under similar auspices. It is known as the College of Medical Evangelists, and its auditorium in Los Angeles is named Dr. Paulson Memorial Hall.

In 1896 Dr. Paulson and Mary Wild were married. She too had been a medical student in Michigan. She graduated from the Northwestern University Medical School in Evanston, Illinois, in the year of their marriage, and from that time on the two Doctor Paulsons worked and achieved together in their various undertakings. Together they served

at the medical mission, at the missionary college, in the allied work of rehabilitating wayward girls; the ill and the destitute. The *Life Boat* magazine, promoted by Dr. Kellogg in the interest of all of these endeavors, was to be edited and managed by the Paulsons. Later they managed a branch of the Battle Creek Sanitarium on the south side of Chicago, and eventually they were to launch the sanitarium at Hinsdale.

At each step in his various pursuits Dr. Paulson was faced by the problem of finding money and other forms of aid to carry on the work. Time after time the required assistance was found through prayer. In fact, the sequence of cause and effect in this regard was so obvious and so undeniable that the word "miracle" has been used in describing the timeliness of certain donations to his work that were received from strange or unexpected sources within days, or hours, after the doctor had prayed for them. In his contact with the slums, and during his teaching and lecturing, physical healing was always joined with spiritual healing and trust in God, a policy that produced many "a gem from Chicago's gutters," and ultimately brought great expansion of his worthy endeavors to all classes of society.

Thus far Dr. Paulson had kept the promise to God which he had made in that hour of trial out on the western plains. He had faced the challenge, conquered many an obstacle, and had surmounted several worthy preliminary steps to greater achievement.

In 1903 Dr. Paulson went to Europe to take part in certain conferences, and to observe European methods, pertaining to his work. During the trip home to America, Dr. Paulson pondered the idea of a sanitarium in the country; and it was not long before he determined to carry it through.

Under Way

Mr. C. B. Kimbell, a prominent Chicago businessman who resided in Hinsdale, seventeen miles west of Chicago, a Civil War veteran who had been severely wounded at the battle of Shiloh, had been stopping in for treatments at the south side Chicago branch of the Battle Creek Sanitarium. During those visits he became well acquainted with Dr. Paulson and the two had frequent discussions about health and treatment; the doctor's ideas and philosophies found a ready and sympathetic listener in his new friend.

When he became aware of Dr. Paulson's ambition to start a sanitarium of his own, somewhere out in the country, Mr. Kimbell immediately thought of his own home neighborhood and suggested it as being an ideal location for such an institution. The suggestion found ready response; Dr. Paulson was interested and eager. Yet, he knew of Hinsdale's reputation of being a wealthy community. He questioned whether a sanitarium would be wanted there, and also, whether, amid prosperous surroundings, he could continue to administer to the needs of the indigent. Mr. Kimbell did not share those doubts. He felt that a first-class sanitarium was needed and wanted by the people of Hinsdale, and those of the neighboring suburbs, and that an institution having prosperous patients among its clientele would be in better position to care for the indigent patients than one having no well-to-do patients.

The discussions continued, and one day Mr. Kimbell
(14)

made the diplomatic move of offering, on the easiest of terms, one of several small dwellings he owned in West Hinsdale to be used as a rest home, as a branch of the Life Boat Rest for Girls, whose South Clark Street quarters were then becoming inadequate. If there were any superciliousness in Hinsdale, surely this would smoke it out. When the branch rest home was set up, it met with no objections; in fact, a few years afterward it was to be replaced by larger quarters, in the eastern part of the village.

In the autumn of 1903 the Paulsons made a trip to Hinsdale to give serious consideration to a piece of property which Mr. Kimbell previously had pointed out to them, and which he thought would be ideal as a site for a sanitarium. It consisted of ten acres in the Highlands, on the north side of the railroad, comprising the abandoned country estate of C. G. Beckwith, a former judge of Chicago; the plot was an elegant place in its day, having a fifteen room main dwelling, another of nine rooms, various out buildings, and a large pond at the rear of the property, formed by the impounded waters of Flagg Creek. Well matured elms and oaks reflected the former dignity of the estate, and neglected grape vines still asserted their prerogatives among the tall weeds. Additional acreage was available across the road to the east, if the sanitarium should need room to expand. Dr. Paulson looked around. He envisioned in this place the ultimate fulfillment of his dreams.

The property was so ideally suited that only one question remained, that of financing its purchase and its transmutation into a sanitarium. Nearly all of the buildings could be used, but they would require extensive alterations, and the Paulsons wondered how they could pay for it all. Dr. Paulson adhered to his prayers. In such predicaments he would "ring

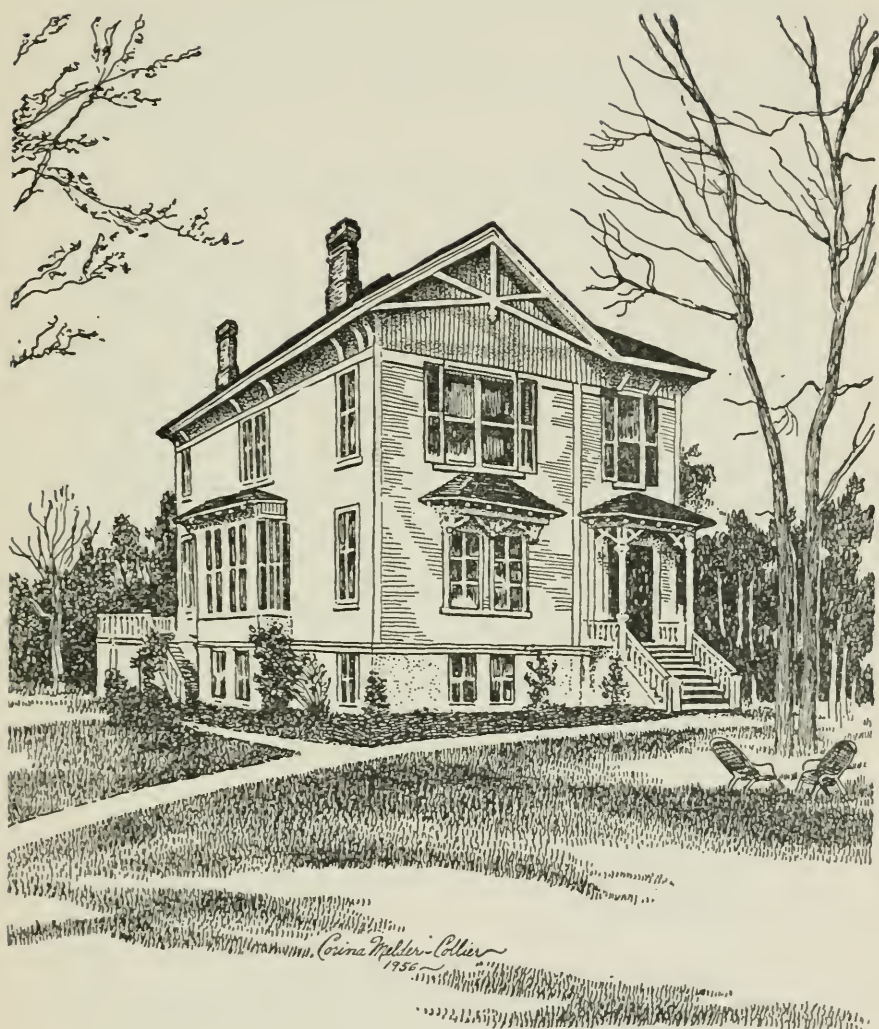
up Central" as he expressed it, and the "Central" in heaven never failed to answer. Mr. Kimbell had a plan; first, he had already purchased the property in anticipation of their wanting it; second, its acquisition from him could be arranged on terms more reasonable than they could have been obtained through the usual channels. The price would be exceptionally low, installments would be extended over a long period, and there would be no interest to pay.

Pending completion of the work, the property could be deeded to the American Medical Missionary College, and later the deed could be transferred to a legal entity to be known as the Hinsdale Sanitarium and Benevolent Association. In due course each of those steps was taken under the direction of a board of trustees.

Hinsdale at that time was becoming an important suburb. The village represented one of those experiments in suburban living for city businessmen that came into vogue after the railroads were built, and the experiment proved successful.

The village site had been selected on the first rolling land west of the city half a mile south of the pioneer hamlet of Fullersburg. Streets had been laid out with care; the homes were substantial; gardens and landscaping were in evidence. The population in 1904 was about 3,000. A mile to the north, a picturesque stream flowed gently by, and open country was readily available for any kind of an outing. The Hinsdale community was clean, peaceful, and inviting. It was a growing community, and there were no hospital facilities within many miles. Those requiring them went to the city.

The decision to proceed with the undertaking resulted in the Paulsons' leaving their occupations and moving to Hinsdale to supervise the work personally. They set up housekeep-



THE BECKWITH HOUSE

ing in one of the buildings on the property and soon were joined by others of their former employees who formed the nucleus of a working force. These were Mrs. Caroline L. Clough, a sister of Dr. Mary Paulson, Mr. Clyde Lowry, and Mr. and Mrs. N. W. Paulson. Shortly, a young girl from Milwaukee, Anna Pedersen, would join them as cook. Local workmen arrived, and the preliminary weed cutting, cleaning, and repairing got under way.

The first major tasks were to consist of moving the main dwelling a hundred feet to the north, onto a new foundation, to make space for an addition or "annex"; converting the two-story brick carriage and chicken house into a dormitory, kitchen, and dining room for the workers, and making all of the rooms habitable. Furnishings and, at least, temporary heat were needed as well as equipment for treating the patients. All these objectives were accomplished during the first eight months of 1904.

The Hinsdale Sanitarium and Benevolent Association was organized in October, and on November first, the articles of incorporation were filed at Springfield, listing these persons as its Board of Trustees:

C. B. Kimbell	E. B. Van Dorn
Lewis H. Christian	F. J. Otis
N. W. Paulson	Jay W. Cummings
W. S. Sadler	Horace E. Hoyt
David Paulson	M. A. Winchell
Mary W. Paulson	John H. Kellogg

The Board held its first meeting a few days later, in Chicago, to adopt by-laws and to elect officers of the Benevolent Association.

Essentially, those first bylaws provided this declaration of principles and purposes:

(a) A Christian, but non-sectarian, philanthropic, charitable, and benevolent Association.

(b) The purpose of the training school for nurses to be that of preparing young men and women for medical missionary work.

(c) The earnings and other income of the Association to be used exclusively in the conduct and promotion of its work, and not for the private gain or personal profit of any person whomsoever.

The constituency of the Association was described, whereupon the by laws followed customary form in describing the various offices, outlining their duties and provisions for amendment.

Elected as officers of the Association were: C. B. Kimbell, president; H. E. Hoyt, secretary and treasurer; Dr. David Paulson, medical superintendent, who was to have general charge of the sanitarium, Dr. Mary Paulson, steward.

In anticipation of future needs, a special meeting of the board was held for the purpose of authorizing the borrowing of \$60,000 for the use of the Association and to pledge the property and effects as security. This was the first of several loans and bond issues to be negotiated in order to carry the work forward. Wise moves they proved to be.

Meantime, work on the sanitarium buildings was proceeding, and the weekly issues of the *Hinsdale Doings* were giving a running account of its progress. The issue of November 26, 1904 said:

"Lively activity has been in evidence on the Sanitarium grounds during the last ten days. Excavation for the Annex has been completed. The house mover is raising the old building preparatory to moving it. . . . The brick carriage house and barn is being remodelled into a modern twelve room dormitory."

December 31, 1904:

"The weather has hindered operations, but they are now progressing well.

"C. B. Kimbell has acquired title to the beautiful tract of land at Highlands known as the Reed place. He will use it in the interest of the Sanitarium. . . . More than half a dozen [such additional] lots have been obtained."

The old Reed dwelling referred to was one of a small number of fine houses that had been erected at Highlands soon after 1870. At the time it was acquired the house had been in disuse, and contained no modern facilities, but the Sanitarium needed the building for its indigent patients. In that capacity it was to be called the Good Samaritan Inn, and eventually it was to be equipped with gas, electric lights, and modern plumbing.

On February 18, 1905, the Hinsdale Sanitarium received a heavy blow. News came of the death of Mr. Kimbell. The loss was a severe one to this budding enterprise, and the local paper carried a long account of his life and accomplishments. A special meeting of the Board was called to pass a resolution of condolence. At a subsequent meeting Dr. David Paulson was elected president, and the work went on.

May 27, 1905:

"Although the Sanitarium [the first new building] is not entirely completed, the managers are overwhelmed with applications from patients."

On June 6 the first patient arrived, before the rooms were finished, and as soon as the building was completed it was nearly two-thirds filled. Mrs. C. L. Clough describes the arrival of a patient in the new annex building:

" . . . a bed patient arrived . . . all the way from Michigan. By this time the roof was on and the group of rooms was ready

on the second floor . . . but the stairs were unfinished.

"In the old part of the building there was a dumb waiter that had evidently been used to carry furniture, trunks, and so forth, up and down. It was large enough to put a patient in it, stretcher and all. The boys pulled it up with a rope. So the patient rode to her room in style. . . . That young woman, invalided for years, soon went home cured and later became a physical culture teacher."

With summer approaching, no heat had been provided for the larger buildings, but a contract soon was let for a heating plant that would supply present and future requirements, insofar as they could be predicted. One building project after another, dictated entirely by demand, was the order of the day, so the predictions soon were encompassing another main addition to the central building. An architect named Van Osdell had ideas on the subject, and he was a frequent visitor at board meetings, where consideration was also being given to organization of a training school for nurses. It too would need housing.

Duties at the Sanitarium did not prevent Dr. Paulson from continuing his lecture engagements. An announcement of his appearance at a Chautauqua held in Rockford said, "His mind, heart, and soul are on fire with the subject matter of his lectures, and he has the happy faculty of imparting to his hearers the interest and enthusiasm with which he is filled."

On Wednesday, September 20, 1905, the institution was dedicated. According to the *Doings*:

"A more beautiful day never dawned than that of September 20 — the white building looked attractively gay in its drapings of red, white and blue which were carried around the broad piazzas above and below, while the porch rail was outlined with rows of gladiolus. The broad steps were built up into a speaker's platform, and even the cellar windows had bankings of beautiful flowers. The porch accommodated the speakers, the orchestra,

nurses, and groups of visitors. . . . Chairs and benches on the lawn accommodated the largest audience ever seen in Hinsdale. The Reverend Smith invoked divine blessing and Mr. Frank Webster sang 'The Promise of Life' . . ."

Honorable R. A. Childs, as chairman, spoke briefly and introduced the other speakers, among whom were Judge Orrin N. Carter of Battle Creek and Chicago, and Dr. J. H. Kellogg, whose talk was on "The Sanitarium Idea." His talk was very interesting and made an excellent impression —. Dr. Pearsons, owing to his wife's illness, was not able to be present, but he sent a message endorsing Dr. Kellogg's methods and commending the new Sanitarium. — Dr. Hart of the Children's Aid Society spoke of the unity of purpose of all humanitarian organizations and of the propriety of giving them hearty endorsement and support —. There followed talks by Dr. Thomas, formerly of Hinsdale, Hon. Alonzo E. Wilson of Wheaton, and Dr. Haskell of Hinsdale.

The final address was Dr. David Paulson's. He reviewed the origin, purposes, and aspirations of the new institution. He referred to the friendly spirit existing between the Sanitarium and the community and pledged his organization to its continuance.

Soon all rooms were filled. One patient at Darjeeling, India, and another at Rome, Italy, had applied for admittance. The unexpected patronage led the board of trustees to consider extraordinary measures of increasing the buildings' capacity, such as elevating the roof of one of the buildings in order to add another floor, but patience won out and it was decided to await completion of the third main building unit; all of them to be joined into one large structure. As the months passed it became necessary to enlarge the office space also, and the heating plant required a separate building.

At the Congregational Church in Hinsdale Dr. Paulson gave a lecture in which he derided the use of tobacco, liquor, and patent medicine. The doctor said that:

" . . . while beer contained 4 per cent alcohol, Peruna [a patent medicine] contained 24 per cent," and that "while Mrs. Lydia Pinkham [manufacturer of a vegetable compound] is advertising advice to anyone who will write for it, a tombstone in an Eastern cemetery proclaims that Lydia Pinkham has been at rest for over thirty years."

Christmas, 1905, at the Sanitarium was a home-like affair. In the evening the patients and workers gathered in the parlor and listened to an appropriate program of music and pleasantries.

The training school for nurses was progressing. By April, 1906, the first class, of six pupils, had completed a year of study. Evidence of the school's high standards was found in its registry with the New York State Board of Regents, which was the highest endorsement obtainable at that time. The students were following precedent in doing medical missionary work in the Chicago slums, as part of their training. Eventually, full-time teachers were to be employed for the nurses' school, to relieve Doctors Sadler and Mary Paulson of the teaching duty.

The *Doings* issue of June 16, 1906, announced completion of the most recent main addition. It said also that "the greater part of the rooms are already occupied by patients." A gymnasium had been equipped in one room, and physical exercises were held each day. "Thursday evening a free lecture was given in the sanitarium gymnasium by George H. Allen, the world's champion long distance walker, of England. His record was a walk of one thousand miles in eighteen days."

By now the Board of Trustees had designated one of its

meetings as the annual meeting, to which all constituent members of the Hinsdale Sanitarium and Benevolent Association were invited. The annual meeting, held November 15, 1906, heard a lecture by Dr. Paulson, a financial report, a review of progress of the nurses' school, and the reading of papers on certain subjects relating to the conduct of the sanitarium.

The year 1907 brought hard times to the nation, and several requests to the Hinsdale Sanitarium for repayment of borrowed money. It was a year in which more of Dr. Paulson's time than usual had to be spent on the ever present question of loans, to be made and to be repaid.

Among other signs of growth were the need of finding another doctor, and a medical assistant, the purchase of a water filter, an improved procedure of care for the patients who could not pay, the need of a part-time surgeon, erection of a few cottages on the property for patients and others; a retaining wall on one side of the main building, a cistern dug, and the question of adjustment in salaries.

On motion of Trustee Sadler, it was unanimously voted that Dr. Mary Paulson be paid a salary of \$75 per month, and Dr. Mary Paulson stated to the Board that she would not accept the \$75 per month, being perfectly satisfied with the former salary of \$65 per month. Dr. David Paulson was then accepting a salary of \$40 per week. Nurses were paid 15 cents and 17 cents an hour.

The erection of new buildings was far from ended. In 1908 the board had plans for a nurses' dormitory, a new Life Boat Rescue Home, and another addition to the sanitarium proper. Many years were to pass before the dormitory was to be realized, but the addition and the Home were not far off.

The treasurer's financial statement presented at the November, 1908 annual meeting showed income for the year as \$47,315, disbursements, \$47,676, and a net worth of \$8,244.

Money for new buildings was not always obtained by conventional methods. Mrs. Caroline L. Clough, who was a member of the Board, tells of this incident: an elderly Wisconsin woman had given the Sanitarium a few hundred dollars at one time, and when funds were needed to complete the second addition to the main building it occurred to Mr. Hoyt, the treasurer, that a visit to the lady in Wisconsin might bring forth another donation. When he arrived at the house the former donor came to the door, but would not admit him for the reason that her husband was drunk. She did not want to be embarrassed by his presence. Mr. Hoyt made a quick appraisal of the situation, argued his way into the house, and, within a few minutes, he and the husband were kneeling in prayer for the latter's salvation. Such attempts at conversion do not always succeed, but this one did. The meeting and the prayers resulted in his abandonment of hard drinking to the amazement and joy of both him and his wife.

Nothing more was heard from those people for some time, but eventually a brother of the reformed husband, living in the East, died, leaving him over \$50,000. This sum was immediately willed to the Sanitarium; and within a few years the legator and his wife passed away.

Around Hinsdale there have been many anecdotes concerning the eccentricities of D. K. Pearsons, the wealthy philanthropist who lived on North Grant Street in the village until his death in 1910. He gave millions to various educational institutions, so naturally he became a target of David Paulson's campaigns for funds for the Hinsdale Sanitarium. Mr. Pearsons was generous, but rarely did he seek advice in his choice of benefactors.

Mrs. Clough tells how the Sanitarium was in a tight spot during erection of a new building, when \$10,000 was due one of the contractors on a certain date, and the money was not available. Dr. Paulson walked over to the Pearsons' home and tried to convince the old gentleman of the worthiness of a donation of only five thousand dollars. If he could get that sum, it would relieve the tension for a time. Mr. Pearsons gave him a check in the amount requested, as a loan.

As the other \$5,000 became due, another request was made of Mr. Pearsons. "The trouble with you, Paulson," said Mr. Pearsons, "is you keep the sanitarium too warm. If you didn't waste so much on coal, you would have money to build without borrowing." After further discussion the second \$5,000 was obtained, with the understanding that the entire \$10,000 would be repaid by a certain date. Two weeks before that date arrived, the lender inquired about his loan. Dr. Paulson admitted, with a smile, that he didn't have it, and that he hoped Mr. Pearsons would extend the time. A few days later a woman Dr. Paulson had never seen donated exactly \$5,000 to the Hinsdale Sanitarium. This windfall was handed to Mr. Pearsons, much to his surprise, and Pearsons responded with the following information:

"I've been down to the bank and told them that you were nice people and that they should do business with you folks here on the hill. They said they would, and promised to let you have five thousand dollars now."

A most noteworthy event of the year 1908 was graduation of the first class from the Nurses Training School. The members of this class were: Pearl W. Howard, Lauretta A. Magoon, Mae H. Mesick, and Hannah Swanson. It was an occasion for ceremony, and each of the graduates received a gold pin as well as a diploma.

A new building for the Life Boat Home for girls was started in 1908, mostly on faith and hope, but was completed the following year with little outstanding debt. Dr. Frank Gunsaulus, the well-known pulpit orator of Chicago, had come to Hinsdale to make an appeal in behalf of the home, and many local citizens had responded. Upon completion of the next large addition to the main building soon afterward, there was a combined celebration. This time the ceremonies were in the form of a series of talks on subjects of health, an open house program that lasted for several days.

Continuous growth was a cause of fairly frequent rearrangement of departments and relocation of partitions between rooms. At one time it became necessary to locate the linen section temporarily adjacent to the morgue, and the two areas for a while were sort of overlapping. A certain lady who worked among the linen supplies at the time has said that during those few weeks when she arrived for work in the morning she was never just sure whom she was going to meet!

Toward the end of 1910 the Board of Trustees consisted of:

Dr. David Paulson	Dr. Mary Paulson
E. B. Van Dorn	A. C. Gaylord
N. W. Paulson	Mrs. C. L. Clough
Lillian Santee	Laura Alkire
Wm. Covert	Rosa J. Andre
M. A. Winchell	Hannah Swanson

Dr. Kellogg's name is absent from the list, but he still was a member of the Association.

Reform took many directions during the early years of the century, and none of the reformers are to be disparaged in their motives, their objectives, or in their sincerity. An issue

of the *Doings* in December, 1909 mentioned Lucy Page Gaston as being a guest at the sanitarium, and noted that:

"From this place where most invalids resign themselves to rest and recuperation, Miss Gaston is marshalling her forces preparatory to a stirring campaign. While Miss Gaston has an ounce of strength left she means to use it in saving the boys from self-destruction caused by the use of tobacco and the cigarette."

Several months later another reformer was reported at the Sanitarium:

"Dick Lane, who was once a notorious bank robber, but who was reformed fourteen years ago [by the Life Boat Mission] and is now engaged in evangelical work, paid the sanitarium a visit during the past week."

The sanitarium's annual statement for 1910 placed the real estate inventory at \$132,495. Of course, this was largely attributable to the buildings, but the land also had appreciated considerably. The income account was showing little improvement because the outgo demands never ceased. A coal stoker, an electric light plant, the new elevator, a water softener, a new kitchen, and various other necessities brought no lessening in the need for funds, and when gifts were not forthcoming, the money had to be borrowed.

Horace E. Hoyt, the treasurer, passed away during the summer of 1910. He had been a faithful, intelligent officer of the organization, and a staunch associate of Dr. Paulson's for years. He was energetic, a diplomat, and a keen worker for the cause. A. C. Gaylord was elected to succeed him.

Upon the employment of Dr. W. H. Wolfsen as assistant physician to Dr. Paulson, the number of doctors serving the institution was increased to four. They were referred to as the "medical faculty," indicating their duties as teachers as well as physicians.

In November, 1911, the *Doings* reported a widespread diphtheria epidemic throughout Illinois. Schools were closed in many counties, and all hospitals had a part in quelling the disease.

Thanksgiving at the sanitarium was a pleasant one. Patients and their friends were invited to dinner in the large dining room, which was well filled; and a free dinner was served to all employees, about 90 in number. A special service of song and thanksgiving was held in the large parlor in the evening under the direction of Mr. M. H. Serns, the new Director of Music.

That entertainment was followed by others, all typical of the organization's unceasing and comprehensive attention to the patient's requirements. The Thanksgiving entertainment was followed by Christmas week, a talk by Mr. Sadler who had just returned from Europe, the usual Tuesday evening prayer meetings, a lecture on Africa by Miss Doering, and one by Dr. Paulson on "How the Body Defends Itself Against Disease." Radio was still some years away, which was one reason for frequent lectures and other diversions. Another of the lectures told "how to secure gymnasium exercise while performing ordinary household duties." (Many housewives of the present day might consider the suggestion as altogether superfluous).

Consideration of a variety of items, many of them small but unavoidable, began to take a good deal of time during meetings of the Board of Trustees. Fruit canning, the choice of a collection agency for delinquent accounts, a request to the railroad that its locomotives refrain from whistling while passing the sanitarium, a new coal contract, garbage disposal, and questions of discipline of individual employees, are only a few of the many routine items of business. Larger questions

that were pending concerned management of the Good Samaritan Inn, living quarters for the expanding personnel, and especially the lingering question of a dormitory for the nurses.

During 1913 a beginning was made in occupational therapy. The sanitarium sent a member of its staff to Berea College in Kentucky, to see the students there weave cloth, hammer metal, and work leather. Those, and similar operations at Hinsdale were, and still are, of aid in bringing certain patients back to normal.

Toward the close of 1914 Dr. Paulson looked back over the first ten years of the sanitarium's work with much satisfaction, but in the spirit of all achievers he also saw other things to do. He could point with pride to certain "branches that had grown from the sanitarium tree." There were the nurses' training school and the Rescue Home; taking the gospel to prisoners; health education; field work, as exemplified in the medical evangelical tours, and the continuing medical missions in the large cities. The sanitarium itself, at last was functioning smoothly. It had been an up-hill pull at first, finding money to pay for buildings, equipment, and the various charities, but public faith in the undertaking, as demonstrated in the surprisingly large patronage, had proved sufficient security for both loans and donations. And now, the institution was showing a modest surplus at the end of each year. His capable wife, and other stalwarts of the organization, including the newcomer Dr. Wolfson who had taken hold without prompting, had, of course, been largely instrumental in these successes, to the doctor's way of thinking.

But there were still other branches that should grow out from the tree. Dr. Paulson envisioned the development of

more leaders in the work, those who would "welcome burdens" in providing superior service. The sick poor always needed their attention. He needed leaders to teach "fundamental principles; not impulse or notion, or whim;" so that a larger force of leaders could be recruited. Those were the objectives.

In Stride

Many hospitals have religious backing and sponsorship, and those that do usually represent some one denomination in particular. According to its By-laws, the Hinsdale Sanitarium and Benevolent Association was to be non-sectarian; it welcomes patients of all religious sects and faiths (only 10 per cent of its patients have been members of the parent church), but the Association and its sanitarium have, from the start, been affiliated with the comparatively young Seventh-day Adventist denomination. The denomination was reared in New England as one of the Evangelical Protestant churches, beginning about 1840.

Physical healing and Adventism form a natural combination, because the Adventists believe that "healing of the body is a vital accessory in the work of healing the soul." In this belief they have sponsored the establishment of 165 hospitals, sanatoria and treatment clinics at various places throughout the world, employing 385 doctors and 7,875 nurses and helpers. The first of these, opened in 1866, was the Health Reform Institute, later to become the Battle Creek Sanitarium. Most of their regularly employed physicians have come from the College of Medical Evangelists, in California, mentioned on Page 12, which is one of various educational institutions the Adventists also have sponsored.

Why are the people of this denomination called Seventh-day Adventists? The answer is in two parts: the seventh day of the week, Saturday, is their Sabbath because they take

the fourth commandment exactly as it reads. "Remember the Sabbath Day, to keep it holy. Six days shalt thou labor, and do all thy work; but the seventh day is the Sabbath of the Lord thy God." Accordingly, they believe that the original Sabbath of Jesus was on Saturday, and that only dates, not days of the week, were altered by Pope Gregory's subsequent revision of the calendar. They are "adventists" because they look forward to a second advent of Jesus upon the earth, the occurrence of which will bring universal peace and divine government to all mankind. The Adventists have become an active denomination of national and international scope only since the latter half of the 19th century, but through their missionary zeal, their ardent determination to serve, and their happy, buoyant spirit, remarkable progress has been made over the past 80 years.

When the present century was young, both medical and lay people were evincing faith in nature's remedies: rest, 'fresh air, sunshine, a wholesome diet, and a mind put at ease by pleasant surroundings. This was an enlightened reaction from the popular overuse of drugs, the benefits of which were becoming doubtful. Dr. Paulson was an ardent advocate of natural aids to health because they were in keeping with his, and the Adventists', belief in the oneness of physical and spiritual well-being. The sanitarium concept had originated and was nurtured in those beliefs, in "physiological therapeutics," as they were termed, and sanatoria were becoming popular throughout the country. Even today amidst the various chemical, surgical, and other therapeutic advances, the remedies provided by nature have lost none of their appeal.

When the year 1915 arrived, the Board of Trustees consisted of:

Dr. David Paulson
Dr. Mary Paulson
A. C. Gaylord
Mrs. C. L. Clough
N. W. Paulson
Rose Andre

Dr. Ora Barber
Nellie Jeffers
Dr. L. H. Wolfson
Mrs. Gaylord
F. F. Johnson
Mrs. Johnson

The interior of the large frame structures that comprised the main building at that time was spacious and well ventilated, but the general appearance gave little suggestion of cheer, in which characteristic the interior decor was in marked contrast to the occupants. Typical of the general interior was the commodious dining room, with all of its woodwork in dark brown, heavy pillars supporting the beamed ceiling, and wood panelling half way up the walls all around the room. Rugs and carpets were more in evidence than they are in modern hospitals, and the beds, of course, were largely of the old non-adjustable type.

Many of the patients were not bed patients. They wandered about at will except for their treatment and rest schedules. A few played tennis on the yard court, many sat out in the deck chairs on the verandas, even during the winter, and almost any time of day, during the summer, a passer-by could see patients resting under the trees or strolling across the spacious lawn. Often in the evening there was music, a prayer meeting, or a "stereopticon" lecture.

In various kinds of endeavor a ready source of help often is found in those who work while attending school. On this basis the management began, in 1915, to furnish teachers for boys and girls from various states who would work at the sanitarium while learning grade school subjects. At first the teachers were chosen from among the regular supervisory personnel, but as this work expanded over the years it was

to become known as the Academy, with separate teachers, and quarters.

The chief treatment departments of those days were:

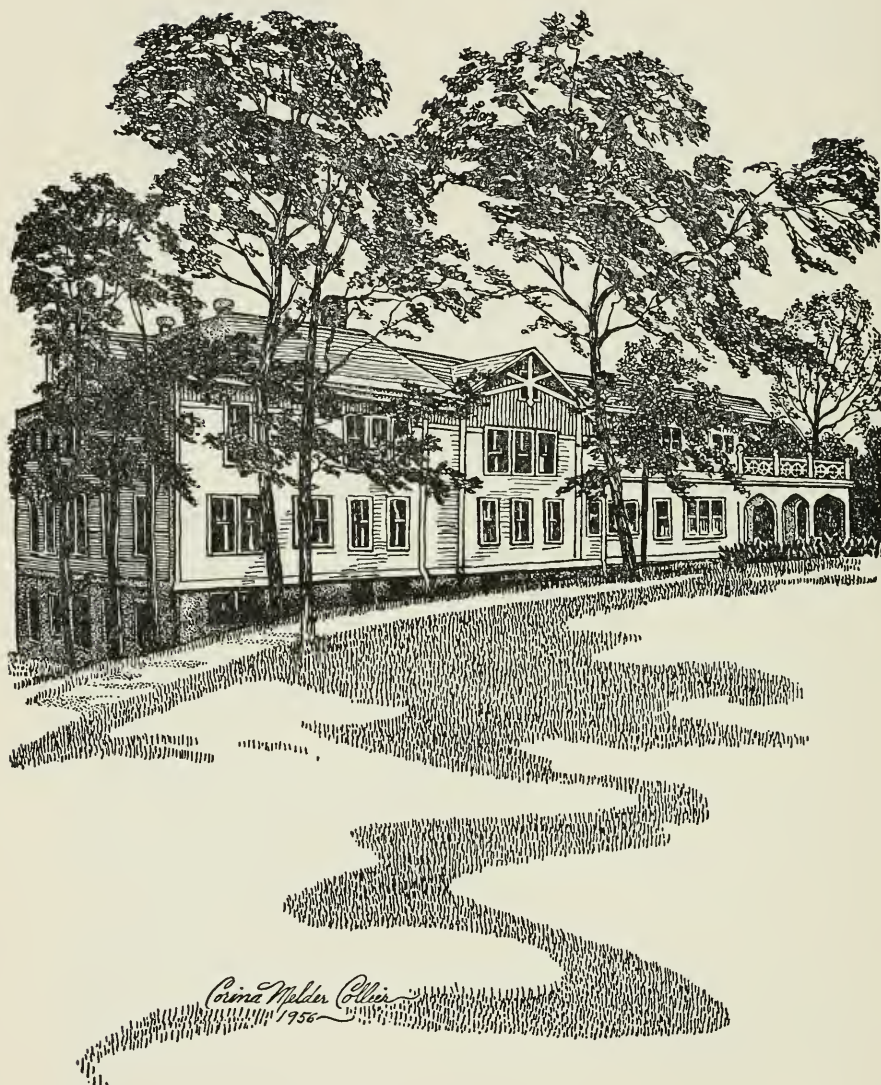
Hydro and heat therapy	Electric, vibrator, etc.
Surgery	Laboratories, clinical
Maternity	and X-ray
Children's department	Occupational therapy

There were stores in the village, but also a "general store" on the ground level, at the rear of the main sanitarium building. It sold clocks, shoes, flashlights, canned food, thread, safety pins, and other things that might be needed in a hurry. A pharmacy on the premises filled prescriptions, and there was a circulating library. National, and a few denominational, magazines were on the parlor tables.

Dr. Paulson presided at his last annual meeting in November, 1915. The following October, after several months of illness, he passed away, in Asheville, North Carolina, where he had gone in the hope of recuperation. The sanitarium family had anticipated this occurrence, which made the loss no easier to bear, but it did enable a smoother transition from conditions as they had been under Dr. Paulson's personal administration to those prevailing without him. As he would have wished, after he had gone, the work went forward without hesitation or uncertainty, which, of itself was excellent testimony to the wisdom of his long administration.

Dr. Paulson's friends outside the sanitarium perhaps were more vocal in their grief. The *Hinsdale Doings* carried a three column story of his life and achievements, ending with this statement:

"He builded wisely and well, and the various institutions and interests of which he was the founder and chief promoter, and for which he gave his life, will continue to bless humanity, and serve as a monument to his memory."



THE OLD SANITARIUM ABOUT 1910

He was buried in Bronswood Cemetery, near Hinsdale, following a service that had been held at the Sanitarium.

At the next meeting of the Board of Trustees Mr. Julius Paulson, a brother, who had recently arrived from his residence in Mexico, and had been serving the organization as Desk Clerk, was elected president.

America's entry into the war, in 1917, influenced many changes both nationally and locally, and among them was a feeling on the part of the Sanitarium's managers that there should be a closer affiliation between the institution and the Church. It seemed desirable for the institution to be under jurisdiction of the Lake Union Conference of the Seventh-day Adventists and that the Union Medical Board should have a larger voice in the Sanitarium's affairs. Eventually this was brought about through an agreement whereby the Conference was to have no financial control or obligation but was to have a substantial representation on the Sanitarium's Board.

Dr. L. H. Wolfson, "Gentleman Physician" for eight years; of demonstrated capacity in his profession, and as one of the leaders in the organization, submitted his resignation in February, 1918. He had been a good team-mate, displaying both interest and initiative. The resignation was accepted with regret.

As the war progressed, the Sanitarium, as others, began paying higher prices and higher wages. This caused a higher level of rates to the patients, but patronage increased as a shortage of workers developed. The old order was changing, at the "San" as elsewhere.

In the fall of 1918 half of the working force was hit by the widespread epidemic of "Spanish influenza"; nevertheless, the calls received from outsiders having the disease were an-

swered, and the doctors and nurses responded as best they could. At this time also, Professor J. G. Lamson began his first term as Chaplain.

There were various salary and wage adjustments in the wake of the war; also a deed of trust was executed with the Central Trust Company of Chicago. Through this transaction \$150,000 was obtained for the joint purpose of refunding the outstanding indebtedness, and of starting construction of a large fire-resistive addition to the Sanitarium. It was to be a brick building of three stories, erected just south of the main hospital, all of which was of frame and clapboard.

By the end of the year 1919 the number of employees had jumped to 168, from 135 of the year before; the daily patient census was averaging 95, or well over two workers per patient, and the pay roll was almost half of the gross income.

By 1920, income exceeded the previous year by \$100,000, but wages and prices were soaring. The number of patients treated per year had reached 1,295 with an average stay of 23 days. Many were turned away. During 1920 a much-needed cost accounting system was installed, and at the annual meeting that year President Julius Paulson lamented over the apparent desire for self-advancement on the part of so many persons, rather than advancement of the general good.

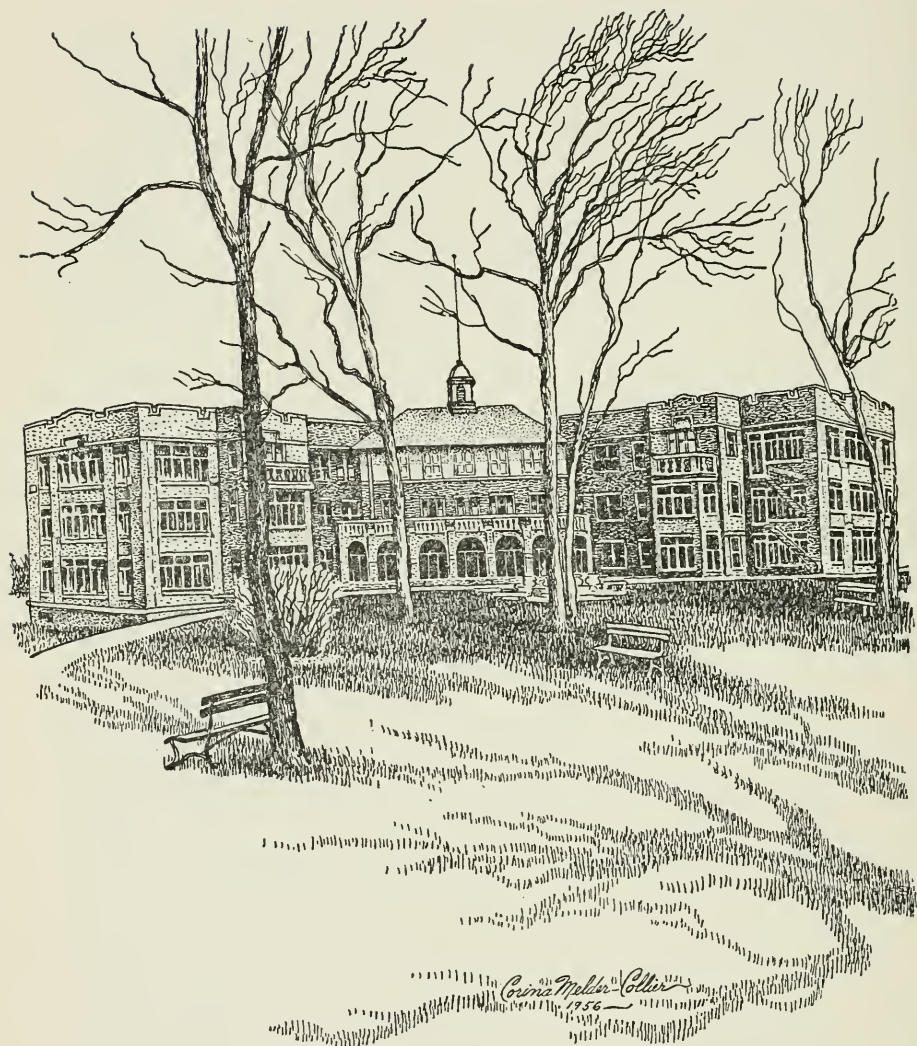
The new brick addition had been completed during the year, at a cost of \$146,000 adding accommodations for 50 patients in nicely furnished rooms. Under H. E. Ford, its technician, the laboratory had been enlarged to carry out tests in pathology, serology, blood chemistry, and basal metabolism. No longer would that work have to be sent out. An Executive Committee had been appointed during the year to relieve the Board of various minor decisions.

One of the minor but recurring problems was that of the disciplining of individual workers and students. The Board's minute book contains occasional statements such as: "— was granted an indefinite vacation without pay. — was transferred from the training school to duty in the kitchen for two weeks." It is evident throughout that high standards of personal conduct have been maintained by those in charge, as indicated by disciplinary measures and by occasional revision of the rules pertaining to employee and student conduct.

There had been no official change in the name of the institution, but with increasing frequency it was being referred to as the "Hinsdale Sanitarium and Hospital," and undoubtedly the reason for this was found in a gradual trend toward shorter term hospitalization, accompanied by a noticeable tapering off in the census of the longer term sanitarium "guests." In 1921 with the arrival of a slight business recession, special rates were offered to industrial concerns for short-term hospitalization of their employees.

Another sign of the times was found in a change that had taken place at the Good Samaritan Inn. The men from Chicago's slums who were in need of that rest facility had decreased to such an extent that the building, in 1921, was used for a different purpose. In that year it became the Rescue Home, and the former Home was released to serve as a dormitory for the nurses. Various rooms in the Sanitarium were remodeled and refurnished during that year, and re-equipment of the obstetrical department was completed. Occupational therapy was transferred to better quarters in the new south building.

Then, there were 67 students in the Academy. It will be remembered that this school was organized to teach elementary



PAULSON HALL WAS ADDED IN 1919

subjects to young recruits for work in the sanitarium. They worked while learning, and became a sort of worker reserve, to fill in where needed. Full-time teachers of the Academy were R. U. Garrett, Miss H. Andre, Louise Dedeker, Doris David, and Edna Ragsdale. A library was established for the Academy and for the Nurses' Training School.

When President Julius Paulson passed away in 1923, he was generally recognized as a wise administrator and one with breadth of vision. He worked up until the day he died. In the resolution of condolence that was prepared in his memory, it was said, among other things, that "We appreciate more than ever the extent and diversity of his endeavors. . . ."

These are the different departments that were performing the sanitarium's work in 1923, and the names of those employed in each section:

Medical

Dr. J. F. Morse
Dr. J. H. Neall
Dr. Mary Neall
Dr. J. W. Hopkins
Dr. W. C. Clough

Housekeeping

Rose Andre
V. J. Mallernee
Mrs. Dickinson
Miss Crowell

Laboratory

H. E. Ford

Chaplain

L. A. Hoopes

Business

N. W. Paulson
E. A. Morris
W. J. Walter

Publishing

Mrs. C. L. Clough

City Service

Theresa Fernandes

Music

Vera Hoopes

Occupational Therapy

C. W. Hess

Store

Alfred Klug

<i>Dormitory</i>	<i>Carpentry</i>
Hannah Swanson	Mr. Geisweller
<i>Gardening</i>	<i>Engineering</i>
A. C. Graefe	Rex Jeffers
<i>Laundry</i>	<i>L. B. R. H.</i>
H. M. Davis	Mrs. M. Cobb
<i>Painting</i>	<i>Farm</i>
Charles Dessain	D. C. Stevenson

The name "Paulson" kept rising to the top at the Hinsdale Sanitarium. A few months after the passing of Julius Paulson, during which time J. W. Christian served as acting president, Mr. N. W. Paulson was elected to the presidency. N. W. Paulson was among the original five who launched the institution in 1904, and as the years passed he was to become a stabilizing influence in time of need.

During the years 1923 to 1930 the sanitarium prospered and made further progress in organization and plant. It was a period of steady growth, although there were no major events or additions to property. Selected from among the happenings of those years are these: As the missionary work in the city became less urgent, its name was changed to "Social Service Work," and an office for this activity was opened and named the Life Boat City Center. Better case histories of patients were being compiled, and the medical records department received a thorough overhauling. L. A. Hoopes, who had replaced Professor Lamson as Chaplain, was transferred to Atlanta, and Professor Lamson returned to Hinsdale. In 1916 bobbed hair for the nurses had been prohibited. In 1926 the prohibition was lifted. The Board voted to send all of the Academy teachers to a teachers' convention in Michigan. Mr. Ford was instructing students in

laboratory techniques. The House Committee, that has served so well over the years, was appointed in 1927. The School of Nurses was placed on the accredited list of the State of Illinois. A business manager, an auditor, and a dietitian were employed. Standard medical and surgical fees were established. A safety vault for valuable papers was obtained. The Academy was accredited by the Lake Union Educational Board, and the school, by 1926, was no longer a financial drain on the Sanitarium. Radios in patients' rooms presented certain problems. An improved procedure for requisitioning supplies was instituted. A Department of Internal Medicine was established. Mr. Darrow, the capable electrician and plumber, was also designated as fire chief. The Rescue Home changed its name to the West Suburban Home for Girls.

During the formative years the management had been unusually lenient toward those who could not pay, or pay in full, for their hospital services. As experience accumulated with both the poorer patients, and the cost of running a hospital, it became obvious that a curtailment of the former generosity in the discounting of patients' bills was unavoidable if the institution were to remain financially sound. Therefore, it was not surprising that beginning in 1927, the management found it expedient to investigate the ability to pay, in many instances. Often this was done by means of inquiry of the patient's home church, coupled with a request that the church assist the patient if it could. Previous arrangement for the discounting of charges, instead of making the arrangements after the patient was admitted, became a requirement of all charity cases. The policy has met with little or no opposition.

By 1928 the Board was using the present year's operations as a basis for the following year's budget. That could not

have been done so easily during the building years.

Because several of the key personnel had resigned or been transferred during 1928, the following year many positions needed to be filled. An election resulted in this revised alignment of supervisors:

J. W. Christian	President
G. H. Simpson	Secretary
Dr. C. F. Birkenstock	Medical Supt.
M. A. Hollister	Chaplain
Jessie S. Tupper	Supt. of Nurses
N. W. Paulson	Vice-President
W. E. Abernathy	Business Manager and Treasurer
E. A. Morris	Credit Manager
Miss Rose Andre	Matron
N. W. Paulson	Steward
Dr. J. H. Neall	Assistant Medical Supt.

When Miss Ulvick left, Miss Jessie Tupper had replaced her as Superintendent of Nurses. Miss Tupper had arrived from Nova Scotia in 1917 as the sanitarium's switchboard operator. At the 1928 annual meeting the manager's report referred to Miss Tupper as "one of our own girls who has had unusual training, and has made considerable advance in putting our nursing on a more efficient basis."

April, 1930, brought a surprise to the management. The American College of Surgeons had omitted the Hinsdale Sanitarium from the list of fully approved hospitals. The disapproval related to these points:

1. No regulations concerning admittance of staff members.
2. No staff meetings.
3. Medical records not up to date.

These requirements could not be met immediately, but no time was lost in making a start. At the next Board meeting actions for repairing the deficiencies were voted and were soon under way.

* * * *

It will be remembered that back in 1895 Dr. J. H. Kellogg had organized a medical mission among Chicago's poor and destitute and that the Doctors Paulson had been active in the work of the project which became known as the Life Boat Mission.

In 1904 the mission was incorporated as the Workingmen's Home and Life Boat Mission, with Dr. David Paulson president of the board, and M. A. Winchell, superintendent. Most of the board members were also trustees of the Hinsdale Sanitarium. The principal constituents of the Mission were the Northern Illinois Conference of the Seventh-day Adventists, the trustees of the American Medical Missionary College, which then was still in existence, trustees of the Hinsdale Sanitarium and Benevolent Association, and certain persons in the employ of the corporation. Its purposes were purely philanthropic, benevolent, and charitable.

The activities were carried on by several committees whose work encompassed jail visits, especially at near-by police stations and at the Joliet penitentiary, and rescue service, in both of which the twin implements of religion and medicine played major roles; publishing the *Life Boat* magazine, and finances. The latter function was cause of even more concern than it was at the Sanitarium, because in the missionary work there were no paying guests. It was all out-go. Income, of necessity, consisted entirely of gifts and donations.

Because a farm in La Salle County that had been deeded to Dr. Kellogg for the benefit of worthy destitute men was too far away to be operated by the Mission, the land eventually was sold and the proceeds were placed in trust for Mission purposes. In 1907 a small farm south of La Grange had been purchased. For many years it proved useful in the Mission's rehabilitation work and for the growing of vegetables. A few of the more ambitious among the mission's proteges found country air and at least temporary employment at this farm.

When the American Medical Missionary College closed its doors in 1910 the mission lost the services of those students of the College who had assisted in the missionary work, a loss that proved especially acute at times; but also it was noticeable that the charitable and benevolent needs of the city were undergoing a change. New agencies were coming into prominence. There were Hull House, Gads Hill Center, the Friendly Aid Society, the Chicago Commons Association, and others that had taken up the challenge and were "throwing out the life line," in the words of a popular mission song of the period. Older agencies, The Pacific Garden Mission, and the Salvation Army, were broadening their fields of operation.

During the first World War meetings of the mission's board were few. There was less business to attend to because work opportunities were more prevalent and all levels of society were realizing higher standards of living. At about this time also, the Hinsdale Sanitarium felt justified in reducing its attention to missionary work in the city and extending more of it to the needy of Du Page, the county in which it was situated.

As the year 1930 approached and passed, the mission was turning its attention more toward the magazine *The Life*

Boat, than to the needs of destitute men and women. It was not long before the Life Boat Mission became a memory, to repose among other notable memories of Chicago's past.

A review of the proceedings and the relationships between the various corporations and associations out of which the Hinsdale Sanitarium and Hospital has grown seems a bit complicated at times; but there is much evidence to show that each step was taken only after intelligent consideration, that all of them were needed, worthy, and right in step with their times. Above all, however, those various projects and accomplishments are a reflection of the men and women who undertook them. Guided by those "fundamental principles" so ardently advocated by their leaders, that pioneer group of the mission, the college, the sanitarium, with its two schools, the rescue home, and the magazine, have left a clear-cut record of well-integrated labor for humanity that few of the modern generation can equal. Those valiant groups not only preceded, but in a sense led the way for unemployment insurance, relief benefits, and other present-day public benefactions.

* * * *

When J. W. Christian resigned in 1930, N. W. Paulson was re-elected president, after serving a few months pro-tem. The Sanitarium had experienced its first operating loss in 1927; a gain had not been realized since that year, and none was in prospect. A steady hand was needed at the helm.

As the signs of a deepening general depression accumulated, the Hinsdale Sanitarium tightened its belt, and the President called for a special financial report. Business was falling off, more of the patients were finding it difficult to

pay their bills, and a few heavy, unexpected repairs could be deferred no longer. The payroll ratio to net income was 66.5 per cent, entirely too high. The sanitarium was becoming seriously embarrassed by the calling of its notes. Courage, confidence, and an earnest effort to reduce the operating expenses were imperative.

To stem the unfavorable tide and reduce expenses, reductions could be made in the stock of supplies, in the working force, and in wages; in fuel, traveling expenses, accounts receivable, and interest on loans. So during the next two years these measures were effected: a saving of 20 tons per week in coal consumption; the working force was reduced by 30, with understanding cooperation on the part of those who had to leave; a general salary and wage reduction of 10 per cent was effected, and the inventory of supplies was drastically curtailed. It was possible to close the "Inn" for the winter by moving the nurses to rooms in the main building, this being made possible by the reduced enrollment of patients. The Laboratory services were placed on a cash basis. An unused lot was sold to pay taxes. There were only three physicians instead of the usual four. A letter of reassurance was sent to holders of the sanitarium's notes, a step that was accorded substance through the election of a completely new Board of Trustees. The latter move was more of a reshuffle than a renewal, because it would have been difficult to find qualified new members who had not served on the Board at some time in the past; nevertheless, it was intended as a gesture to instill confidence, and very likely it had that effect. "Give me a family of workers who are Christians and will pull together, and I will show you an institution that will succeed," said the President.

These persons constituted the new Board:

<i>Chairman</i>	W. H. Holden
E. E. Harter	W. E. Bliss
S. E. Wright	W. W. Frank
G. S. Hoskin	H. E. Ford
N. W. Paulson	R. U. Garrett
M. A. Hollister	E. A. Morris

The services of C. E. Rice, the capable business manager who had served the Hinsdale Sanitarium at a previous time were again secured, in 1931, for a short time. He outlined certain plans and directives before returning to his post with the General Conference. His place was then taken by L. M. Bowen as permanent manager. Elder J. W. Christian conducted a remunerative campaign among those who were financially indebted to the institution.

"Should the Academy be suspended for a time?" No, it was decided to continue it under a restricted program. Vacations were curtailed. Mr. N. W. Paulson served as purchasing agent among his other duties. Salary advances were discontinued. The daily census of patients was still dropping and collections were more difficult. Many businesses closed their doors during that period, and so did many sanitariums, but the Hinsdale Sanitarium remained open.

Not only did it continue to operate, but during those days of deepening shadow in 1931 the institution contributed a total of \$9,005 toward charity in the combined forms of free services and donations. Indeed, the "family of Christians" was pulling through.

A business promotion committee was added to the other remedial steps. The "Hinsdale Sanitarium Exponent" and other printed media were used for advertising. Steps were

taken to elicit the interest of more physicians of the Chicago area toward sending their patients to the relative peace and quiet of Hinsdale. There had been more patients per day in 1926 than any year since, the daily census having fallen from 88 to 47.

During 1931 the Executive Committee gave way to the "Local Board," for deciding numerous small questions that required the directors' attention. The local board met more frequently and often called in those persons who were directly concerned with the business at hand. The two boards and every worker, from the president down to the youngest bus boy, were instilled with the stark need of curtailing expenses. Rays of hope would appear only to vanish a few months later. A "payless week" and several others to follow were agreed to by all of the employees. How could such a group of people fail?

When a definite turn for the better finally appeared, toward the latter part of 1932, it came in the form of improvement in the rate of collections of overdue bills, this to be followed by the institution's ability to meet its interest obligations more promptly. In April 1932 the board had prepared a budget "to be balanced by a certain date," and at the end of the year the goal was almost reached. Patronage was still low, but expenses were becoming so well controlled that the future seemed secure.

Aside from the Paulsons, there were several medical men of note who served the institution before the staff, as it is now organized, came into being. Dr. Wolfsen has been mentioned. There were doctors J. F. Morse, C. F. Birkenstock, and J. W. Hopkins, medical directors, and Dr. J. H. Neall who organized the electrotherapy department, and who was so effective in the training of nurses, and Dr. W. C. Clough.

During the year 1933 a very important move was made at the sanitarium. A set of bylaws and regulations was drawn up governing the medical staff. The instrument covered the qualifications of staff members, terms of service, and ethical standards, and it divided the staff into four classes of physicians:

Consulting. Those specialists on the staff who agreed to serve in this capacity.

Active. Those who attended the free patients. Only these voted or held office.

Associate. Junior, and less experienced physicians, each to be associated with a more experienced staff member.

Courtesy. Those eligible members of the profession who chose the sanitarium for their patients and who agreed to serve on the staff in accordance with its regulations. The courtesy division has been the largest of the four.

Following this rearrangement, the previous custom of free surgery was discontinued, but at the same time a free medical clinic was established. The clinic was to prove an appropriate accessory to the staff reorganization.

The first Chief of Staff under the new bylaws was Dr. F. G. Dyas, a surgeon of wide reputation. Upon his death the office went to Dr. A. H. Lueders, and then to Dr. W. W. Frank, after his return from service with the army medical corps. During the years 1952-1955, Dr. Lueders, Dr. Frank, Dr. R. E. LaRue, and again Dr. Frank, served successively as president of the staff. From January, 1956, to the present, Dr. F. M. Brayshaw has been Chief of Staff.

It is interesting to note in passing that by this time the sanitarium had regained the full approval of the American College of Surgeons, and that this action had been taken prior to reorganization of the staff. Among the surgeons who oper-

ated at the old Hinsdale Sanitarium was the late Franklin H. Martin, organizer, and one of the early presidents, of the American College of Surgeons.

In August, 1934, "Dr. Mary" Paulson Neall submitted her resignation. She was to join her sister, Caroline L. Clough, who had retired some years before. Both would move to California. Both had been among the original five who transformed a vacant estate into a useful institution. Both had served with distinction in those missionary services that were preliminary to the Hinsdale organization, and for twenty-six years in various institutional capacities. Mary had been Dr. David Paulson's inspiration and closest associate; Caroline, one of his chief lieutenants, and a leader in the various Life Boat undertakings. Both had served many terms on the board, and, as the years passed, had become advisors to their younger associates.

As the year 1935 approached, the patient roster was giving indication of a turn for the better, but economies were still necessary. Long deferred repairs were scheduled, and the Board was drawing up a plan of sustentation for retiring employees which would require a reserve fund.

From the start, the chaplain at the Hinsdale Sanitarium has always been a very busy man. Besides the usual church activities, there were many ill and disabled persons to be visited, relatives to be consoled, visitors to be greeted, prayer meetings to be conducted, and denominational affairs to be attended. Reflecting loyal financial support on the part of the denominational members, no shortage of funds in the furtherance of those activities has been apparent.

By 1935 there were thirty-three members of the medical staff:

L. L. Andrews	F. G. Dyas	J. J. Moore
R. D. Barclay	G. G. Ehrler	P. G. Peterson
W. S. Bebb	H. R. Feldott	P. L. Peterson
A. E. Bricker	W. W. Frank	C. E. Schultz
P. G. Black	J. A. Gardiner	C. S. Small
E. W. Bretz	W. W. Gourley	P. H. Van Verst
C. T. Carr	A. J. Hospers	F. S. Weber
J. W. Carr	C. I. Leff	N. T. Welford
J. C. Clarke	A. H. Lueders	W. K. West
L. C. Clowes	R. F. Manning	O. D. Willstead
P. G. Dick	R. A. Matthies	E. F. Worsley

Most of these physicians, of course, were members of the Courtesy Staff and representative of various communities. Many of them brought patients to the Sanitarium. In keeping with the improved staff organization, a nurses' registry was established soon after.

In March, 1936, J. J. Nethery was elected President of the board, replacing W. H. Holden. M. V. Campbell was elected Vice Chairman, and Chairman of the local board. Under the new administration the Lake Union Conference was petitioned to make a complete survey of the sanitarium's organization and properties with a view toward scheduling its requirements over the ten years to follow; a comprehensive special report was drawn up by the medical department; and it was voted to make another canvass of all the sanitarium's bond and note holders. The canvass was made necessary by the large brick addition that had been built in 1919. Bonds covering that project were falling due. This benovolent and charitable institution had, from the start, operated on a margin (of what a business organization would call profit) of less than 1 per cent. Since there were no general reserves or sinking funds, when obligations fell due, means had to be

found of meeting them, or melting them down. Mr. G. C. Hoskin, the manager, visited every bond holder, thus renegociating the entire indebtedness to a basis upon which the sanitarium could carry it. The canvass was a success, averting a second, though local, depression.

Board members, constituents, and members of the staff were changing. Employees were transferring to and from other institutions, or elsewhere, and occasionally news was received of former employees — cheerful news or sad. Harry E. Ford, the well-remembered laboratory technician of the 1920's and '30's, passed away in 1938 at Nashville, Tennessee. He had joined the sanitarium force in 1919 and had eventually become a member of the board. He was managing a sanitarium for his colored race at the time and place of his passing.

By 1940 the patronage had returned to normal, indebtedness was considerably reduced, the property was in a fair state of repair, and a number of improvements had been effected. But the initial omens of a second world war were beginning to nudge any feeling of complacency that a full return to normalcy might have engendered. Months before Pearl Harbor, a higher rate of turnover in personnel became noticeable, and the cost of help and supplies was increasing.

At this juncture President Nethery felt it necessary to remind his associates that "the greatest need is for all to realize the purpose of the institution," an admonition that had been repeated on past occasions. He referred, of course, to the need of healing the sick and of teaching the students, to the need of "keeping the eye on the ball," in the face of a new war and its accompanying distractions.

The sanitarium's affairs at that time were being conducted by these boards and committees:

Executive Board

L. E. Lenheim	B. C. Marshall
R. M. Harrison	E. L. Green
J. J. Nethery	F. M. Brayshaw
O. J. Dahl	

House Committee

B. C. Marshall	O. J. Dahl
J. S. Tupper	Evelyn Wiik
J. S. Barclay	Fred Griesman
Helen Herwehe	L. E. Lenheim

Budget and Finance

L. E. Lenheim	E. L. Green
R. M. Harrison	J. J. Nethery
J. S. Barclay	H. P. Bloum
B. C. Marshall	

School of Nursing

B. C. Marshall	Jessie Tupper
L. E. Lenheim	Louise Chatfield
A. W. Johnson	Amy Klose
Floyd Brayshaw	Mrs. R. Spohr

Faculty

B. C. Marshall	Evelyn Wiik
J. S. Tupper	Lela Harper
F. M. Brayshaw	Stella Peterson
L. Chatfield	Edwin Graff
O. J. Dahl	Arnie Roberts
Amy Klose	Myrtle Foreman
Edna Shelburg	V. Carleton

Something new for the sanitarium occurred in 1942. Fifty five Hinsdale Township High School girls took a special

course of training and served as aides to the nurses, relieving them of various duties that required no professional knowledge or skill. In 1943, an affiliation was made with the Veteran's Hospital at Hines, Illinois, whereby the sanitarium's nurses could serve there a number of weeks for added experience.

Following Mr. Nethery, Mr. B. C. Marshall had become chief executive officer. His administration was to face some of the same problems that had appeared during the previous war, especially in the shortage and turnover of help and a rise in prices. But in addition, there was the disturbing and growing consciousness that the main buildings, the frame structures that had been erected in 1904 and 1905, were becoming outmoded and soon would need replacing.

The years of the second world war were taken in stride, and beyond that period momentous days were approaching. These events were to happen soon: The Lake Union Conference was to "acquire" the sanitarium, and, with the institution's participation, the Conference was to build a new church on the property. The long anticipated modern dormitory for the nurses was to be erected, and adequate quarters for the other employees were to be realized. Of further significance was this statement from a special report of the building committee, submitted July 3, 1945: "It is recommended that we employ a capable architect at once to draw up a master plan of the buildings that are needed, this plan to incorporate *a new sanitarium building, in place of the wooden structure. . . .*"

The Path Ascends

When the war ended in 1945 the Hinsdale Sanitarium and Hospital had reached a fork in the road: a time for decision. There had been 3,432 patients admitted during 1948, and the patronage was outgrowing the buildings and other facilities. Both the buildings and the equipment were well along the path of obsolescence. It was further apparent that rebuilding on the required scale would enlarge the properties to an extent that would place the sanitarium beyond the scope of a purely local, suburban institution. It would need the guardianship of a broader authority.

So the constituency arrived at the wise decision to apply for Conference ownership and supervision of the properties, while simultaneously petitioning the Conference for aid in the erection of a new main building. That Rubicon was crossed, and the Lake Union Conference of Seventh-day Adventists drew up an agreement that was acceptable to all parties. Under the new arrangement the Conference would contribute a sizeable sum toward the new construction.

Existing funds would not cover the entire project, but possibly the community could be called upon for part of it; and there was new legislation, the Hill-Burton Act, under which the Federal Government and the State of Illinois would match the funds raised from private sources. Thus "private sources" actually constituted the key to the project.

Architect Ed Halsted made a preliminary drawing. The community physicians wholeheartedly endorsed the objec-

tives, and as time went on they would contribute valuable advice on such questions as floor lay-out and the choice of equipment. The future was taking form, but the new building was far from assured.

About mid-July, 1949, a young boy of the neighborhood was stricken with poliomyelitis. Since there were no adequate suburban facilities for treating this disease, he was sent elsewhere for cure. Soon, other cases appeared in the area. Through their family doctor, this situation came to the attention of Mr. and Mrs. Eugene W. Kettering. Their keen interest in the subject of public health prompted them to inquire of the Hinsdale Sanitarium concerning the possibility of establishing a department for treating all contagious diseases of children, including polio, they to furnish the equipment. The proposal was altogether agreeable.

Meanwhile, the disease was assuming epidemic proportions throughout the western suburbs. On August 18, the *Doings* said seven new cases had been reported within forty-eight hours. The handling of this emergency was legally a responsibility of the County Board of Health and the Board gave every assistance within its power, but Village authorities pitched in also. In Hinsdale some said "spray the Village," as is done for mosquitoes. But that was voted down by the doctors, whose recommendations soon followed a statement issued by President Dale Cox. Local swimming pools were closed, the water supply was examined, and children were urged to avoid public gatherings. Similar measures were observed in the other towns.

Within a three-week period 53 active cases were reported in the county, 18 of them in Hinsdale. The year following, the county had 27 cases, of which 3 were reported in Hinsdale.

After the disease had run its course in that summer of 1949, it was learned that before the epidemic had reached its peak, the Sanitarium had received a complete set of the latest equipment for combatting polio; and the Village Board issued this statement: "... We are all especially grateful. ... Too few people realize how fortunate this community is to have the splendid facilities for handling polio that are now installed at the sanitarium. ... " The equipment was complete, and the best obtainable. Not again will the western suburbs be unprepared.

That experience served another immensely useful purpose: It recruited community interest in the new hospital. Soon a meeting was held at the Kettering residence attended by various persons who had been connected with the epidemic, either as parents of victims or as helpers in the cause. The Dewey Fagerburgs, Ed Gammon, T. A. Blank, Dr. A. H. Lueders, Clifford Pratt, E. W. Matteson, Marshall Keig, and others met to discuss plans for community participation. A committee was formed, and soon it was in consultation with the sanitarium officials. Mr. Robert Hervig, Administrator, his board of trustees, and all concerned could return their attention to the building plans, plans which ultimately were to grow beyond their original scope.

The architectural firm of Fugard, Burt, Wilkinson and Orth was employed in April, 1950, to draw plans for the new hospital. It would accommodate 202 bed patients and cost approximately \$3,000,000. "If the community is willing to underwrite a fraction of this cost," said the administrator, "there is every reason to believe we can realize our goal."

Mr. C. R. Osborn of Hinsdale was asked to serve as general chairman of a fund-raising committee representing the seven principal suburbs within the sanitarium's sphere of

patronage. Mr. N. M. Symonds would serve as finance chairman, and the following as co-chairmen of the separate towns and divisions.

Clarendon Hills	Perry Magill
Downers Grove	John D. Clarke
Hinsdale	K. Harper Clarke, Jr.
La Grange	Park C. Livingston
La Grange Park	Park C. Livingston
Western Springs	George Arbogast
Westmont	Walter Carroll
Volney B. Fowler	<i>Publicity Chairman</i>
Fred J. Keller	<i>Industrial Group Chairman</i>
E. W. Kettering	<i>Special Gifts Chairman</i>
R. E. Pearsall	<i>Medical Group Chairman</i>

A *Civic Advisory Council* was created by a Board of Trustees resolution in March, 1950, as a further bond between the institution and the public. In anticipation of a fund drive, a continuing liaison between the sanitarium and the seven villages seemed advisable. It is the stated purpose of the Council to “. . . meet regularly with the chief administrative officer of the institution to formulate, offer, and submit helpful suggestions in the management and operation of said institution. . . . The Council shall consist of one member from each of the aforementioned seven villages, . . . and two additional members at large, . . . none of whom shall be a director of the hospital, and who shall, in the first instance, be chosen by the Board of Trustees.”

The first president of the Council was Mr. Newell Ford of Western Springs. He and his group coped with various unusual problems that arose during the period of transition from the old institution to the new.

Presently the council has this set of officers:

<i>Chairman</i>	Gordon Metcalf
<i>Vice Chairman</i>	Norman Galbraith
<i>Secretary</i>	Mrs. Norine M. Manor

And these members:

Mrs. B. N. Anderson, Jr.
Mr. George A. Arbogast
Mrs. Jane K. Bunker (at large)
Mr. Norman G. Galbraith
Mrs. Virginia Kettering (at large)
Mr. Gordon Metcalf
Mr. William O. Nelson

After the council had been created, Mr. L. E. Lenheim, president of the board of trustees, said, "the trustees believe the council will be of immeasurable assistance in the guidance of the board toward solution of many problems that inevitably will come with the enlargement of the institution. . . ."

It was obvious from the start that the fund-raising organization, under the chairmanship of Mr. Osborn, contained all the elements of a successful campaign. A kick-off rally held March 27, 1950, was attended by several hundred neighborhood workers. Each of the seven towns had been well organized.

By April, the half-way mark had been passed. In June an anonymous citizen offered to donate a sum equal to 10 per cent of the public contribution, up to the \$1,000,000 goal. Under the Hill-Burton Act the State and Federal Governments matched every dollar of public subscription, so this private offer obviously would, in effect, bring to \$2.20 every dollar subscribed by the public. By July, \$826,739 had been collected and pledged.

In August, 1950, when Mr. Osborn was moved by his company to another city, his place as general chairman was taken by N. M. Symonds. J. O. Heppes became Vice Chairman, a new post.

In September, 1950, the architects' drawings for the new sanitarium were approved. As additional receipts were reported, Federal approval of the project came closer. An Oak Brook horse show, and several performances of the Hinsdale Village Players brought further support. By January, 1951, the citizens' contributions had passed \$900,000, over \$60,000 of which had been marked for memorial equipment in memory of relatives or friends. In all, over 4,000 persons and organizations contributed, as revealed in the final count.

By August, 1951, the fund had reached such proportions as to assure passage of the Federal appropriation. The United States Public Health Service immediately notified the architects and the sanitarium to proceed with the construction. Idle funds were temporarily invested. Contractors' bids were received and analyzed, and ground was broken October 21, 1951.

In the presence of N. M. Symonds, general chairman of the funds committee, E. H. Marhoefer, Jr., whose firm was awarded the contract, Norman C. Taylor, Administrator, and others, the first spade of dirt was turned for the new building. The spade was wielded by Miss Peggy Pratt of Hinsdale who had been one of the first polio patients during the epidemic in 1949.

Preceding the ground-breaking, the event had been observed in the new Seventh-day Adventist Church. There a program led by M. L. Rice, president of the Lake Union Conference, was attended by village presidents and civic leaders from Hinsdale and near-by communities.

Construction had advanced far enough to lay the cornerstone the following year. Amid the miscellany of building equipment and supplies, the ceremony could be attended by only a few, but this is what the copper box placed under a pillar of the front portico contains:

Historical notes pertaining to the old sanitarium and the events leading to erection of the new one.

Lists of members of the board of trustees, the administrative staff, and the fund-raising committee; also a list of all donors to the building fund.

A list of officials of the seven villages, a list of the medical staff, names of the architects and contractors, and copies of newspapers containing stories of the new property.

The cornerstone was set October 26, 1952, but a year was to elapse before the patients could be moved from the old to the new building. That year was not free of anxiety, as some lag was experienced in the collection of donors' pledges, and usual organizational routines were disturbed by construction operations so close at hand. By May, 1953, however, the structure was 90 per cent finished, and on September 27 "Chucky" Richards, age 8, with a broad grin and a pair of scissors cut a ribbon, signifying the opening of the \$4,000,000 Hinsdale Sanitarium and Hospital. Chucky had been among the 70 child victims of polio in 1949.

On the day of formal opening several thousand past and future patients and other friends arrived to inspect their new facility. Some came from distant cities, and those who could not be present sent congratulatory messages, among them Governor Stratton and Health Director Cross, of the State of Illinois.

Two days later all patients were moved at one time from the old building to the new, an unusual procedure among

hospitals. On September 29, at 10:00 p.m., Judith Ann Lord was born, the first baby to arrive in the new hospital.

Previously, an agreement had been reached with the University of Illinois College of Medicine which strengthened between the hospital and the college a professional affiliation which had been in force for some time. Under the augmented agreement the college may avail itself of the hospital's improved facilities in its research work, and the hospital, in turn, will benefit from closer contact with the university's medical staff, receiving its instruction and advice. The college maintains procedural standards which the hospital must meet, and a continuous check will reveal any laxity in method or routine.

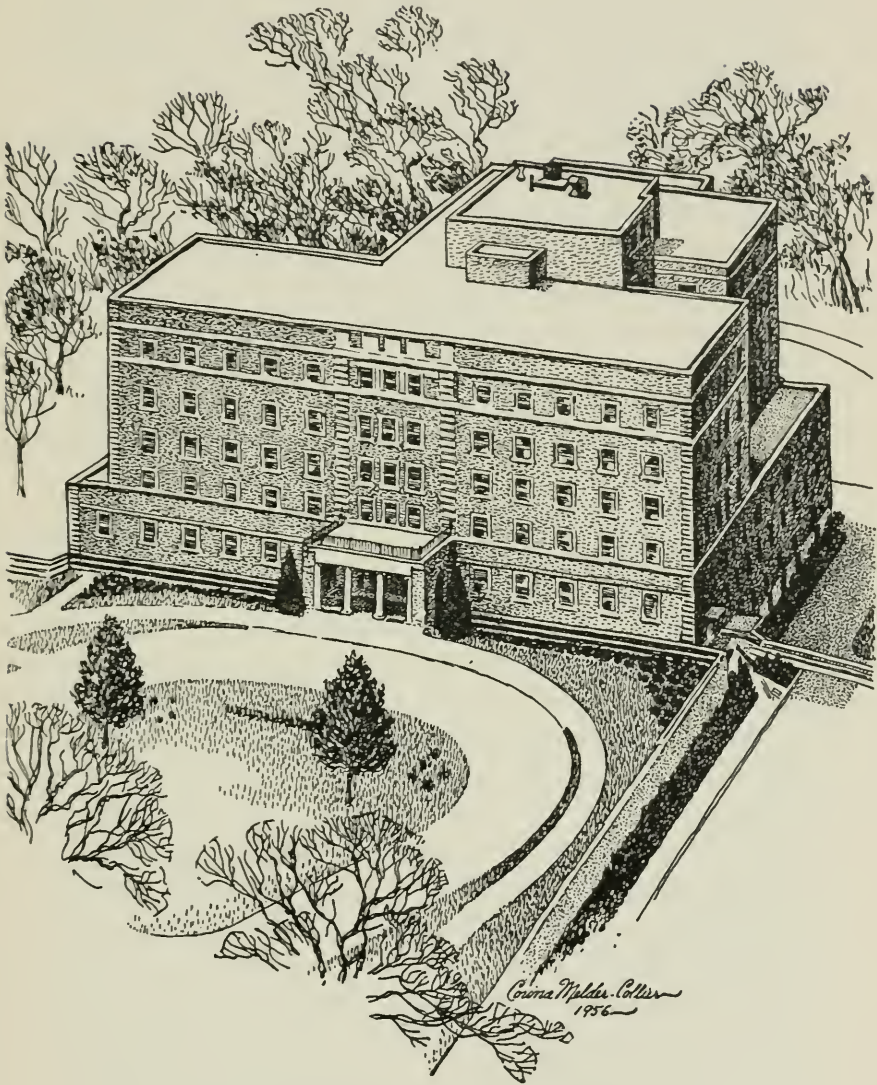
One of the first manifestations of the agreement was the establishment of the children's clinic in the hospital as an extension of the crippled children's services of the University. The Du Page County Health Department cooperates in conducting these clinics.

Razing of the old buildings took several months and made some noise, while the staff, doctors, and nurses were becoming accustomed to their new quarters. As the timbers came down and were carried away, they also gave rise to nostalgic contemplation among the old timers, as exemplified in this bit of verse from a member of the organization:

Moving day came — the old San grew dim,
Not a light shone through its windows or doors.
Only a creaking sound was heard now and then,
As a wrecking surveyor crossed over its floors.

There were moments of silence as last looks were cast,
Knowing the old San would be a thing of the past.
One by one, old furnishings went their way,
From attic to basement; it was quite an array.

Edna Shelburg, '27



THE NEW MAIN BUILDING

Some of the equipment from the old building was still usable, but most of it was disposed of in favor of equipment of advanced design, and functionally more capable. Some of the devices were new to the medical profession.

Furnishing of the building occupied many painstaking hours, and other forms of generosity on the part of Mrs. Kettering, Mary Kendall, the Kroehler Company, and other friends of the hospital. Color schemes, curtain material, furniture for patients' rooms and offices, and floor covering, among various other items, called for decision, purchase, and installation. In those phases of the hospital's equipage it was the women who took the lead, but subsequent events were to prove the furnishings as secondary among their all-over contributions.

The Women's Service Board really had its beginning during the epidemic of poliomyelitis in the summer of 1949. The cases of polio had been so unexpected and so numerous that the then existing facilities were inadequate. Defense against the attack called in every available resource, including aid to the overworked nurses; in the feeding of patients, and substituting in other duties that required no professional skill. Many women of the neighborhood volunteered in the emergency.

The epidemic waned, but it had impressed Mrs. Kettering and her associates who had organized the women, with the desirability of maintaining a permanent corps of those women who might care to volunteer for hospital work on a longer term basis. The region is fortunate in having many women of that inclination among its residents. During the following three years, organization of the Women's Service Board was perfected. Now it has 150 members, all active. It is a working organization.

Breadth of objective, size and loyalty of its membership, and a bright record of service are noteworthy features of this volunteer group. With a belief in business-like methods, the members are guided by a carefully compiled set of by-laws, under elected officers and a director of the daily operations, in work of the individual's choice. After completing a 16-hour preparatory course, the members perform these specific services, complementary to, but in no way supplanting, the functions of the nurses:

Baths for bed patients, on all floors.

Reading, writing letters, and attending to personal business for patients.

Attendance on the needs of child patients.

Assist in hydrotherapy.

Preparation of supplies in the central supply department.

Attendance at the gift shop.

Circulating the library cart, and the gift cart.

Assisting the station clerks.

Secretarial work in various departments of the hospital.

Miscellaneous duties.

As the members arrive for work, their tasks are assigned by the volunteer director, and the members also report upon leaving for the day. Records are kept of the time spent by each volunteer, and of the time spent on each kind of work in every department. Volunteer director of the service since it was inaugurated is Mrs. J. Mackenzie Ward, whose office is located in the main building. According to her records, as of December, 1956, five members are entitled to wear pins denoting 1,000 or more hours of service. They are:

Mrs. Wm. S. Faurot

Mrs. Frank Hopwood

Mrs. Harold Ford

Mrs. E. W. Kettering

Mrs. Perry Magill

Mrs. Kettering, as organizer and general overseer, serves without a title. The organization is performing over 11,000 hours of useful and essential work per year.

During 1955 the Women's Service Board successfully undertook a departure from its customary routine. It raised enough money by means of a bazaar to air cool the entire maternity floor.

At the Oak Brook Polo Club, September 22, 1956, the Women's Service Board staged the "Travelers' Market," a sale of gifts and wares from distant lands. The market attracted over 3,000 persons, from Chicago and other places, and it sold over \$21,000 worth of goods for the Hospital's benefit.

Service Board officers are:

Mrs. Walter Barber	<i>President</i>
Mrs. Auwell Fogarty	<i>Vice President</i>
Mrs. Lawrence Johnson, Jr.	<i>Secretary</i>
Mrs. Neal Millar	<i>Secretary</i>
Mrs. Herbert McClean	<i>Treasurer</i>

These officers and the respective village chairmen constitute the organization's Executive Board.

Closely allied with the Women's Service Board is the *Gift Shop*, operated under the direction of Mrs. William S. Faurot and Mrs. Harold Ford. The shop has been so successful that plans now contemplate an enlargement of its quarters off the main lobby.

It should be emphasized that all community help for the hospital has come from a wide area; not from Hinsdale alone. In fund-raising, each of seven villages took part, and each continues to contribute its share in the various forms of routine assistance.

The *Medical Auxiliary* was formed in 1953. It is open

to wives of the medical staff and now has a membership of 75 to 80.

Every year, in June, the group sponsors a "social," the proceeds of which go toward scholarships for the School of Nursing and toward a fund to provide loans to student nurses. An annual dinner in recognition of the new staff director and in honor of the retiring director is arranged. This dinner is an expression of good fellowship, an occasion for all staff members to meet informally. The Medical Auxiliary provides Christmas gifts for the student nurses, and, in various ways, its members help to further the harmonious spirit throughout the hospital family.

Officers of the Auxiliary are the following:

Mrs. Joseph L. Hrdina	<i>President</i>
Mrs. George O. Baumrucker	<i>Vice President</i>
Mrs. R. W. Janda	<i>Recording Secretary</i>
Mrs. Clarence Schilt	<i>Corresponding Secretary</i>
Mrs. Herbert Stanton	<i>Treasurer</i>

With the passage of the years and acquisition of the new building, many changes have been inevitable in routine and procedure as well as in equipment. The average length of hospitalization of the patients is much shorter than formerly. The institution no longer owns a farm. The free general medical clinic has given way to the special clinic for children. Gone are the days when nurses were assigned to general duties for individual patients. Now each nurse has more specific duties, a development that has been enhanced by the services of the Women's Service Board and which has brought greater efficiency to the daily routine. No longer does the Academy operate as a part of the sanitarium. Nurses' training, however, has greatly expanded. Family Night now takes the place of former entertainments. At a Family Night in Febru-

ary, 1956, much of the program was in honor of Miss Anna Pedersen who had served with the "family" in different capacities for 52 years (see Page 18). The messages of congratulation and affection, from near and far, were many.

Worthy of a similar salute, but no longer present, was Rosa Andre, Sanitarium Matron for thirty-odd years, and a member of the Board. She was reliable, of pleasant demeanor, and an excellent influence.

The new Seventh-day Adventist Church was built on the east side of Oak Street in 1946, and dedicated in December, 1947. A large modern dormitory for nurses was ready for occupancy in July, 1953. It is named Jessie Tupper Hall. All of the furniture for this building was donated by the Kroehlers.

No school has a more loyal alumni than the sanitarium's school of nursing. They are always ready to help, as was demonstrated during the depression years when the alumni staged various entertainments and other benefits to help the institution meet expenses.

The brick addition to the sanitarium that had been erected in 1919 is known as Paulson Hall. In 1954 an auditorium with stage, adequate lighting, and a large seating capacity was completed on the ground floor. Here Family Night and other gatherings are held. Dr. Paulson had always used the word "family" in referring to his sanitarium associates. South of Paulson Hall a new stone barbeque grill, a memorial to Porter Essley, encourages suppers out of doors.

National Hospital Day was emphasized in May, 1949, with the Director of Public Health for the State as the principal speaker. Eight hundred guests attended, and the day came to be suitably observed in subsequent years.

Under Conference jurisdiction, the chief executive officer

at the sanitarium has the title of Administrator. The first to hold this title was Mr. Robert H. Hervig. In 1950 he was succeeded by Mr. Norman C. Taylor who was in charge during the construction period. When Mr. Taylor resigned in 1954, Mr. O. T. Moline served as interim administrator until the appointment in that year of Mr. A. C. Larson, the present incumbent who administers the new plant.

Let's take a walk through the hospital.

First Floor

After noting the comfortable lobby, surrounded on three sides by the information desk, the admittance office, the gift shop, and the modern business offices south along the corridor, we enter the Medical Records section north of the lobby. Here written case records are kept on hand for five years or longer on space-saving microfilms. A physicians' conference room adjoins the records office.

West of there is the *Surgery* department comprising three major operating rooms, one for minor operations, one for genito-urinary operations, and one for fractures. All six rooms are equipped with improved types of adjustable tables, lights, and auxiliary devices. Adjoining service rooms are for consultation, preparation, anesthetists, clean-up, recovery, and a room for the supervisor of operation nurses.

In keeping with advanced practice, surgical instruments are sterilized away from the operating rooms, in a special section, from which the sterilized articles are delivered by elevator as required. Large-faced time recorders embedded in the walls of the operating rooms obviate the need of wrist watches. For safety in the presence of anesthetic gases, static electricity must be avoided, which is accomplished

through the use of a special floor-tiling and rubber-soled shoes. Even the wheeled stretchers on which the patients are moved to and from the operating rooms are improved versions, for comfort and quietness. The best in surgery calls for a smoothly functioning team in performing the operation and also for a design and layout of equipment and floor space that conserves steps and motions. Most candidates for surgery will agree.

Clinical and X-Ray Laboratories, so essential to the surgical procedures, are practically next door to the operating rooms. The clinical laboratory, equipped with a flame photometer and other technical advances, deals in bacteriology, basal metabolism, chemistry, hematology, pathology, serology, and urinalysis. It maintains a reliable blood bank for transfusions.

The x-ray section is equipped for the various types of photography, deep-ray therapy, and fluoroscopy; with adequate insulation, film viewing rooms, and a comfortable waiting and dressing area. Film developing equipment is designed for rapidity as well as for technical perfection. Immediately after a film has been developed, the technician is able to make a written report of his findings on a dictating machine in an adjacent alcove.

Upper Floors

The *Pediatric* section treats persons under fifteen years of age, except for those with polio, many of whom are older. This area is so arranged that certain sections can be isolated when contagious maladies are present. The room for infants and another for postoperatives are permanently set apart. A junior library and recreation room are at one end of this department.

Monaghan and Carmody-Mueller respirators (iron lungs), a large thermal tub, sling and spring suspensions over beds, hot pack machines, beds that will rock, standing beds, and especially fitted wheel chairs, are among the equipment currently in use for those with polio. Thirty cases at a time, including sixteen acute, can be accommodated, and additional equipment is available for emergencies.

The Psychiatric Department. One of the requirements of a modern facility for mental hygiene is that of cheerful placid surroundings, and another is employment of the most recently approved treatments. The remedies have been changing rapidly during recent years. In a department on the fourth floor, all of the accepted requirements are provided. Usually this department is well filled, but many of the patients are not confined to their section of the building. Frequently they go for walks and to the cafeteria for meals. The patients have a sun parlor, a music room, facilities for playing games; they often spend profitable hours in occupational therapy.

Maternity facilities are on the fifth floor. The air-conditioned labor rooms, the delivery rooms, and the auxiliary rooms are effectively arranged. The main nursery, and the isolation nursery are fitted with picture windows, where shows are staged for those who have been admitted. When the curtain rises, the actors and actresses perform; or don't

All other space on the upper floors is given over to rooms for the patients. A typical room has walls of a pleasing pastel shade, a white ceiling, and a floor covering of combination tile; two straight-backed chairs and a reclining chair; a commode, on top of which rests a telephone and a receptacle for drinking water; a clothes locker recessed in the wall, and a perform, in bassinets of clear plastic, on wheels.

bureau. The lavatory is in a separate room, but the wash basin is placed in the main room. All "high-low" beds are adjustable, having sides that can be raised or lowered and are fitted for the attachment of treatment accessories. An oxygen pipe leads through the walls to every room. Over the head of the bed are a radio speaker and a light that is adjustable for directing its rays up or down.

Available to all patients and their visitors (except on the maternity floor) is a reception area, glazed to admit ultraviolet light and equipped with comfortable furniture. Every floor for patients has a nurses' station and utility room.

Ground Floor and Basements

An *Emergency Receiving Room*, conveniently located at driveway level near a side entrance, is ready with emergency examination tables for those who are suddenly ill or injured. Rest and waiting rooms adjoin the examination room. (Accident cases brought to the hospital during 1955 numbered 4,578.

From the start *Physical Therapy* has held a prominent place at the sanitarium, and its value is confirmed in the present elaborate equipment for physical rehabilitation. Hubbard hydro tanks for exercise under water; various gymnasium apparati, a stationary "bicycle," therapeutic lamps and aids in walking are among the appliances that help to re-educate muscles and return them to strength and coordination.

Exercise under water has proved especially effective for muscular debility in its various forms. The resistive characteristics of water make it the most suitable medium for this exercise, for which reason swimming often is recommended for those recovering from polio.

The *Pharmacy* contains a \$10,000 inventory of drugs and pharmaceuticals that are dispensed by registered pharmacists. Prescriptions are filled at any hour of day or night.

Auxiliary Departments

At the *Central Supply* section, sutures and other operating room supplies are sterilized, stored, and delivered as required.

All major *Kitchen* equipment is of stainless steel. Hot meals are kept hot while en route from the kitchen to the patients' room in pre-heated, sealed packs. Cooking is by gas heat, and all baking is done on the premises. Frozen foods are used extensively; more of the food is frozen than canned. Fresh vegetables are plentiful in season. A separate, smaller kitchen prepares dietetic meals.

The *Housekeeping* department comprises the laundry with its large washers, extractors, tumblers, and ironers, as well as the linen supply section.

In the *Stock Room* a great variety of hospital, building maintenance, and shop supplies are kept in storage ready for use on requisition. They include frozen foods, non-perishable foods, and anesthetic gases. A small print shop is located in one corner of the stock room. It prepares about 50 different printed forms for hospital use.

Heat, Water, and Steam are provided by three 300 horse power boilers located in the sub-basement. The air conditioning units are there as well as the repair shops.

Throughout the interior there is a general impression of light without glare and of thorough ventilation. That faint medicinal aroma so long associated with hospitals is completely absent. The decor is pleasingly functional. There are few places for dust to collect. The building is highly fire-

resistive. There is an agreeable aura of quiet efficiency. It is altogether cheerful.

Mrs. O. W. Dynes, so well-known in garden club circles, selected and supervised the planting of shrubs around the circular drive and in the yard. As described by A. W. Vandeman of the hospital staff, they consist of "hicks yew, cockspur hawthorne, wards yew, bigleaf wintercreeper, Japanese yew, cotoneaster, Alpine currant, and many stands of floribunda roses," all spaced and arranged by an expert.

The dedication exercises on May 8, 1955, were held in the new church. It was a beautiful spring day and so many attended that extra chairs were provided on the lawn across Oak Street from the church. A public address system enabled those outside to hear the proceedings.

Following a greeting of welcome by M. L. Rice, president of the Board of Directors, there was an address by Charles F. Kettering on the subject "The Hospital and the Community," and the dedicatory address by Doctor Theodore R. Flaiz, secretary, Medical Department, at Seventh-day Adventist headquarters in Washington, D. C.

Afterward, there was open house throughout the new building. A film on cancer was shown, accompanied by various exhibits and a tour of the facilities.

As the year 1956 proceeds, it brings announcement of a comprehensive medical center building to be erected in the village of Hinsdale by the Kettering Family Foundation. The building will include a conference and projection room, a medical library and medical exhibits, as well as doctor's offices. Undoubtedly it will serve as a further link between the hospital and the local medical fraternity.

As this book goes to press, the framework of a new professional women's residence rises on Elm Street just west of

the main building. Similar in design and materials to the main hospital, this new unit will house the graduate nurses and other professional women of the institution. The cost, including furnishings, will exceed \$500,000, and funds have been made up from private gifts, a Ford foundation grant, and church organizations.

The cost of hospital care is rising, and that is true at Hinsdale as elsewhere. From 1946 to 1954 the consumers price index rose 37.6 per cent. In the same period hospital costs rose 132 per cent. From the patient's point of view, the rise has partly been offset by the shortening of his stay in the hospital, but obviously that relief has its limits. The reason for the rise in cost is the personal nature of hospital service. Mechanization, automation, have been applicable to hospital work only in a very limited degree.

* * * *

In 1904 the land on which the hospital stands was acquired by the Hinsdale Sanitarium and Benevolent Association for \$16,000. A recent estimate places the value of land and buildings at \$5,500,000. During the interim about 95,000 patients have been admitted, many thousands of infants have successfully been born, and upward of half a million treatments have been administered to the outpatients. As if to echo, in substance, the song "The Promise of Life," that was sung at the first dedication, every resource, both physical and spiritual, has been invoked in the patients' behalf.

Regardless of its mounting accomplishments, it cannot be said that the Hinsdale Sanitarium and Hospital has arrived at a destination. Far from it. In years to come it will be welcoming the ill in larger numbers, it will be seeking and find-

ing better knowledge, implements, and facilities with which to treat them, and it will continue to administer to human needs under the guiding hand and spirit of the Great Physician.

Postscripts

On Sunday, March 11, 1956, Dr. Mary Paulson-Neall, co-founder of the Sanitarium, died in California at the age of 83. On Thursday of the same week she rested in the church across the street. With the soft winter sunlight illuminating the picture window of "Christ at the Door," Elder Lawrence Scott, pastor of the Hinsdale Seventh-day Adventist church, delivered the funeral sermon. Mr. Larson, Sanitarium administrator read the obituary. At the close of the service the student nurses, all in uniform, led by Mrs. Evelyn Nelson, director of the school Dr. Mary founded, filed past the bier, preceding other friends and former co-workers. A blanket of pastel flowers covered the gray casket. It was flanked on both sides by an arrangement of roses from her many friends. Burial was in Bronswood Cemetery, next to Dr. David.

* * * *

A plaque is attached to a wall of the lobby. It reads:

In Appreciation
of
Mrs. E. W. Kettering
Whose untiring efforts and
devoted work helped make
this hospital a reality.
September 27, 1953

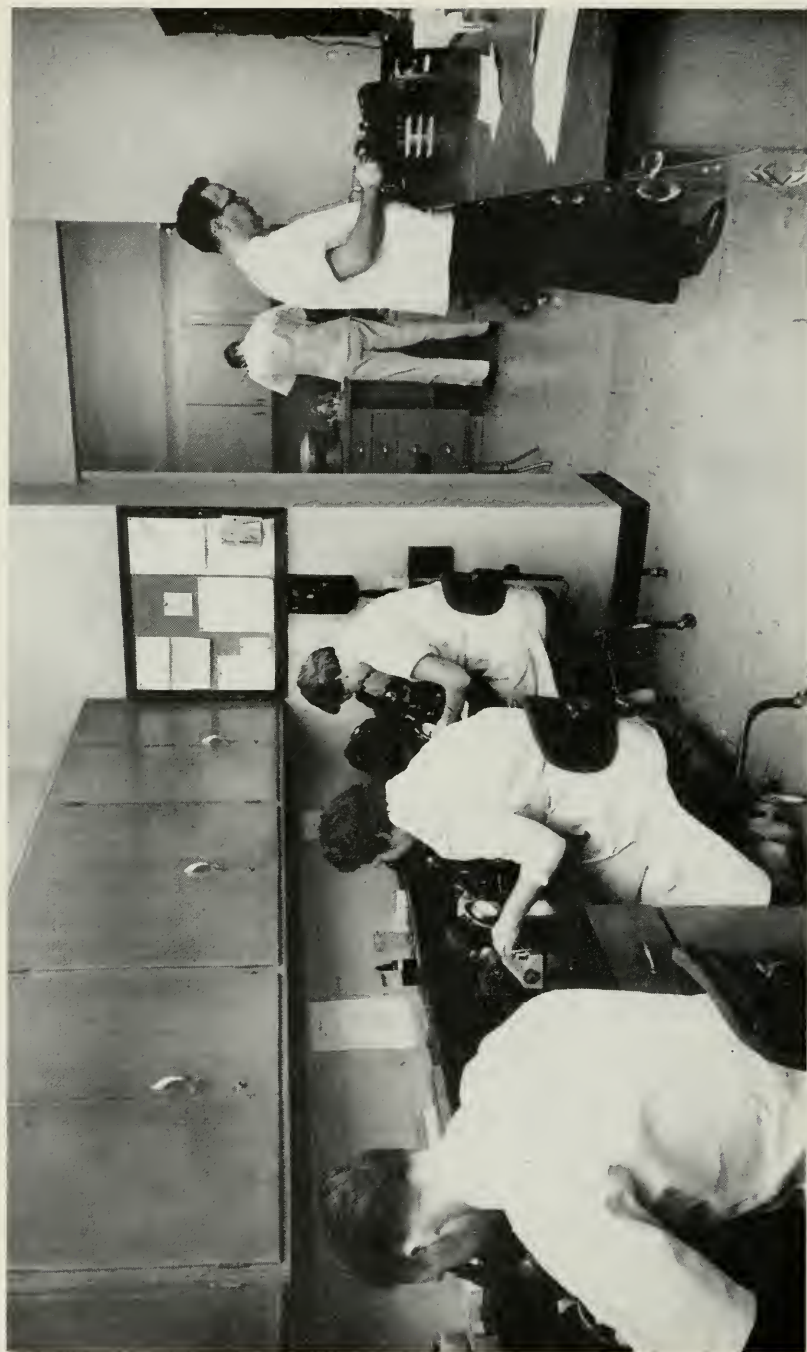
This message was received from Mr. W. B. Hill, President of the Illinois Conference, upon the occasion of Miss Anna Pedersen's fifty-second anniversary as an employee of the hospital:

"Hand in hand with your God you have served in an institution where the suffering are relieved, the sick healed, and troubled hearts made peaceful. What compensation you must have as the Great Physician smiles upon you for the fifty-two years of unselfish service.

"May the evening of your life be happy as you reflect upon your past, so nobly played, in bringing the healing balm of Hinsdale to so many in need."



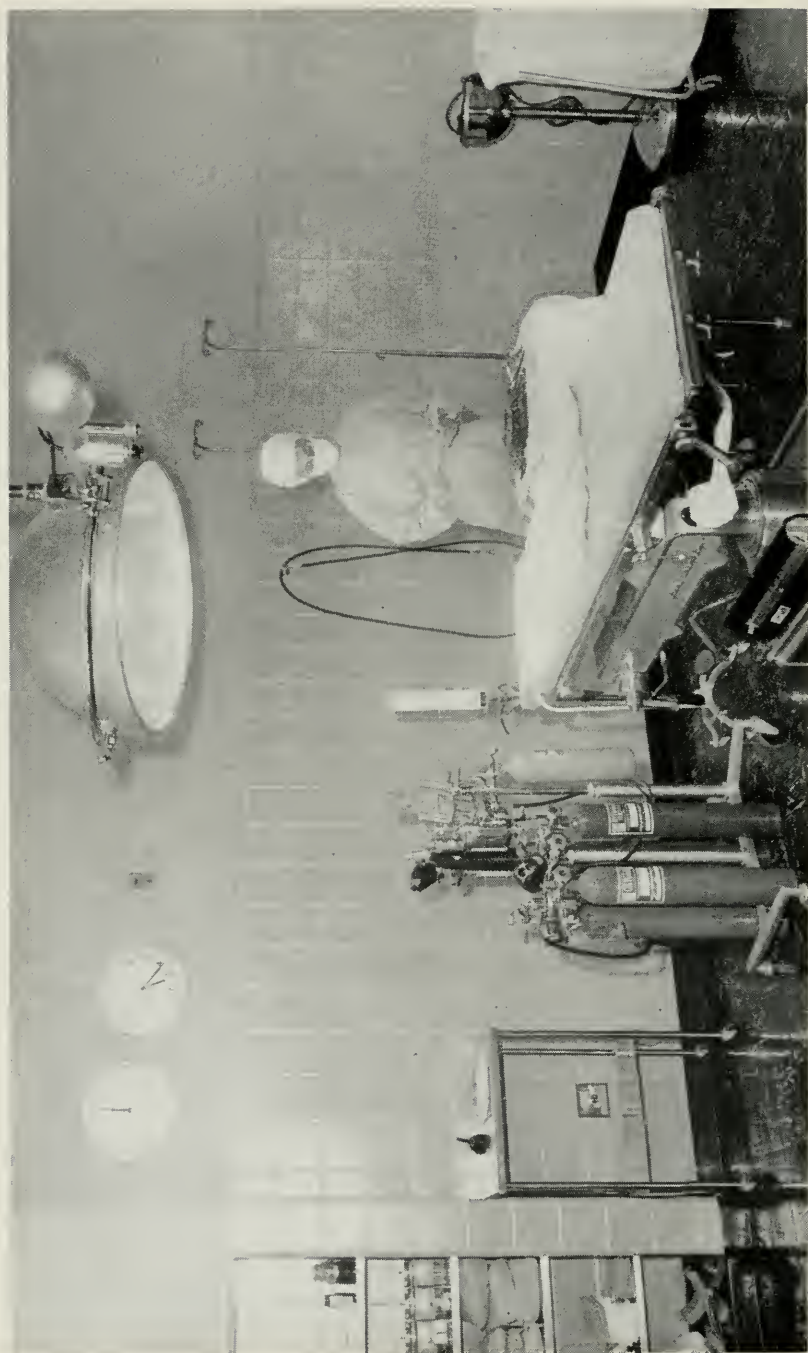
Reception Rooms for Patients and Visitors



A View of Laboratory and Blood Bank



X-ray Therapy



Operating Room



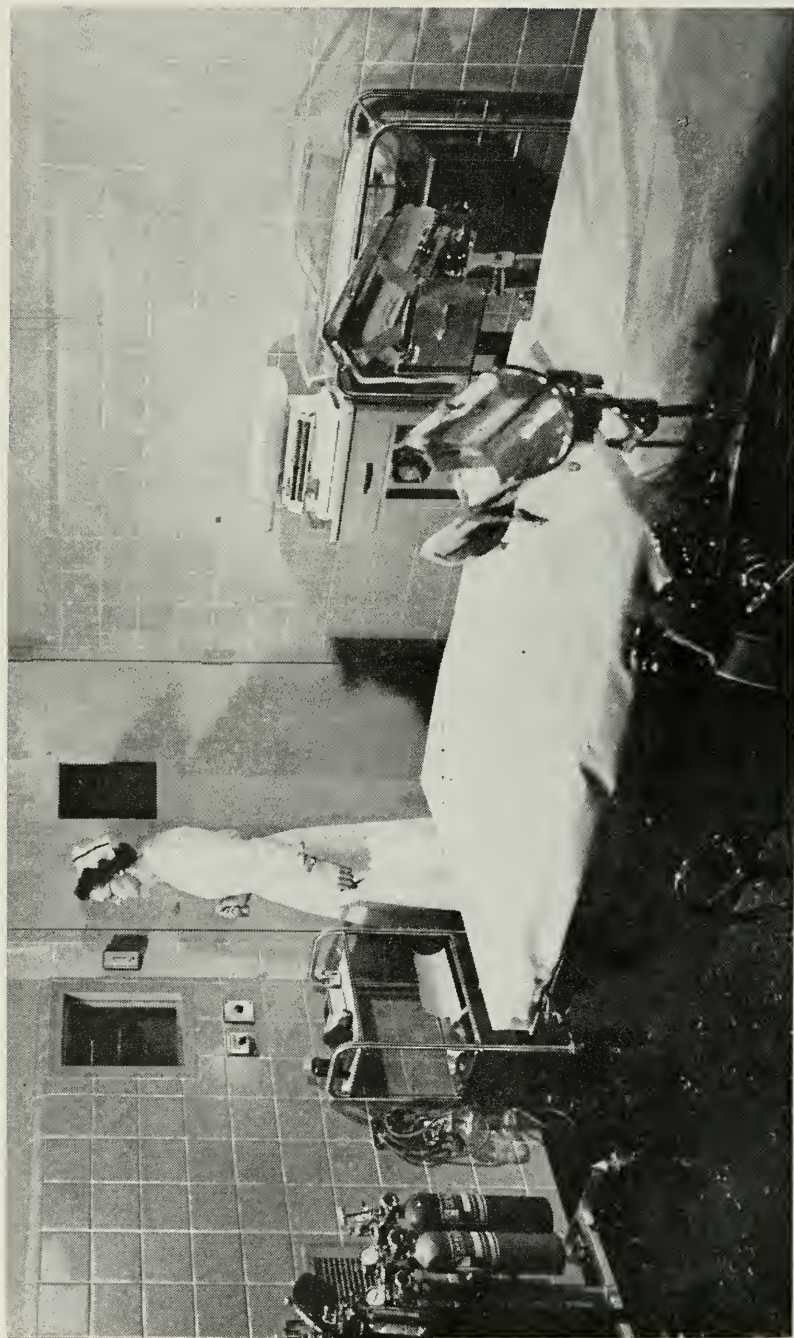
Gift Shop operated by the Volunteers



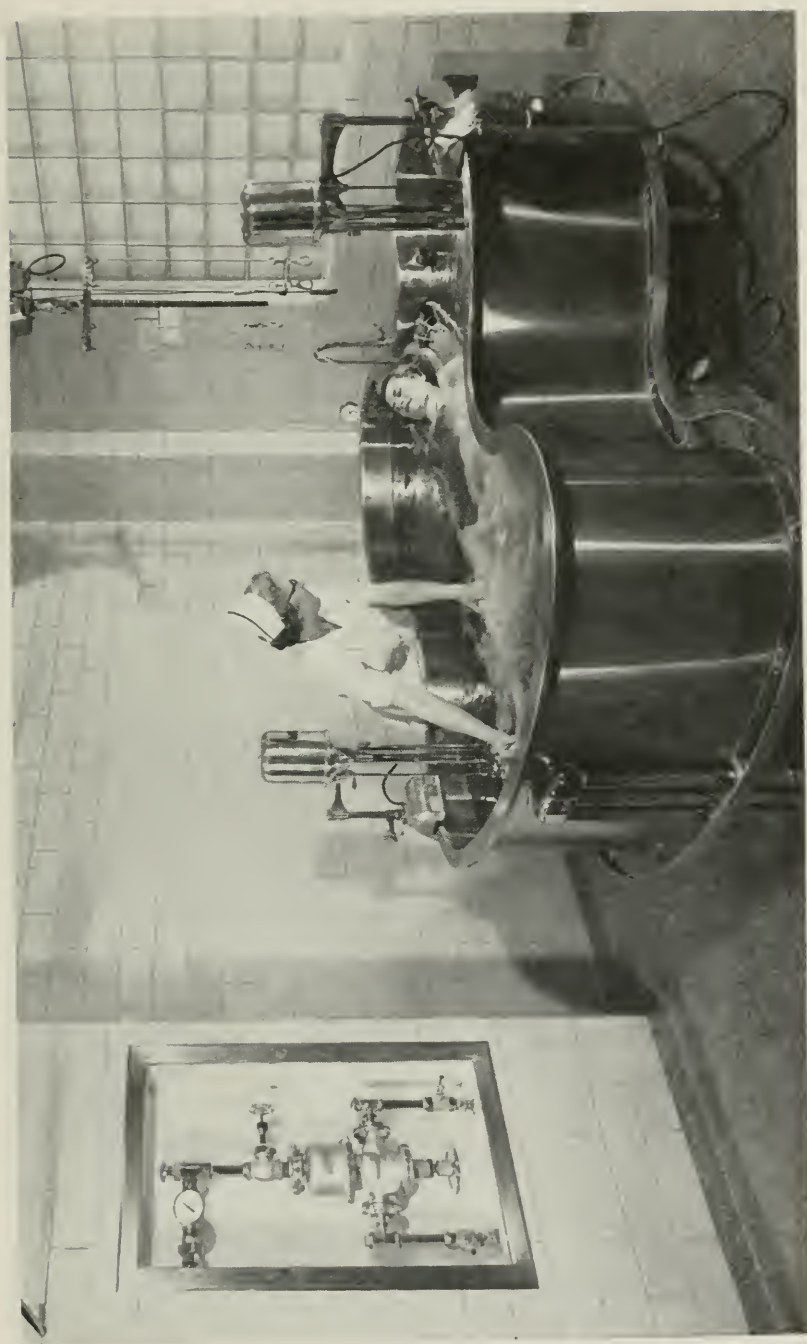
Vacuum Heat-controlled Meal Service



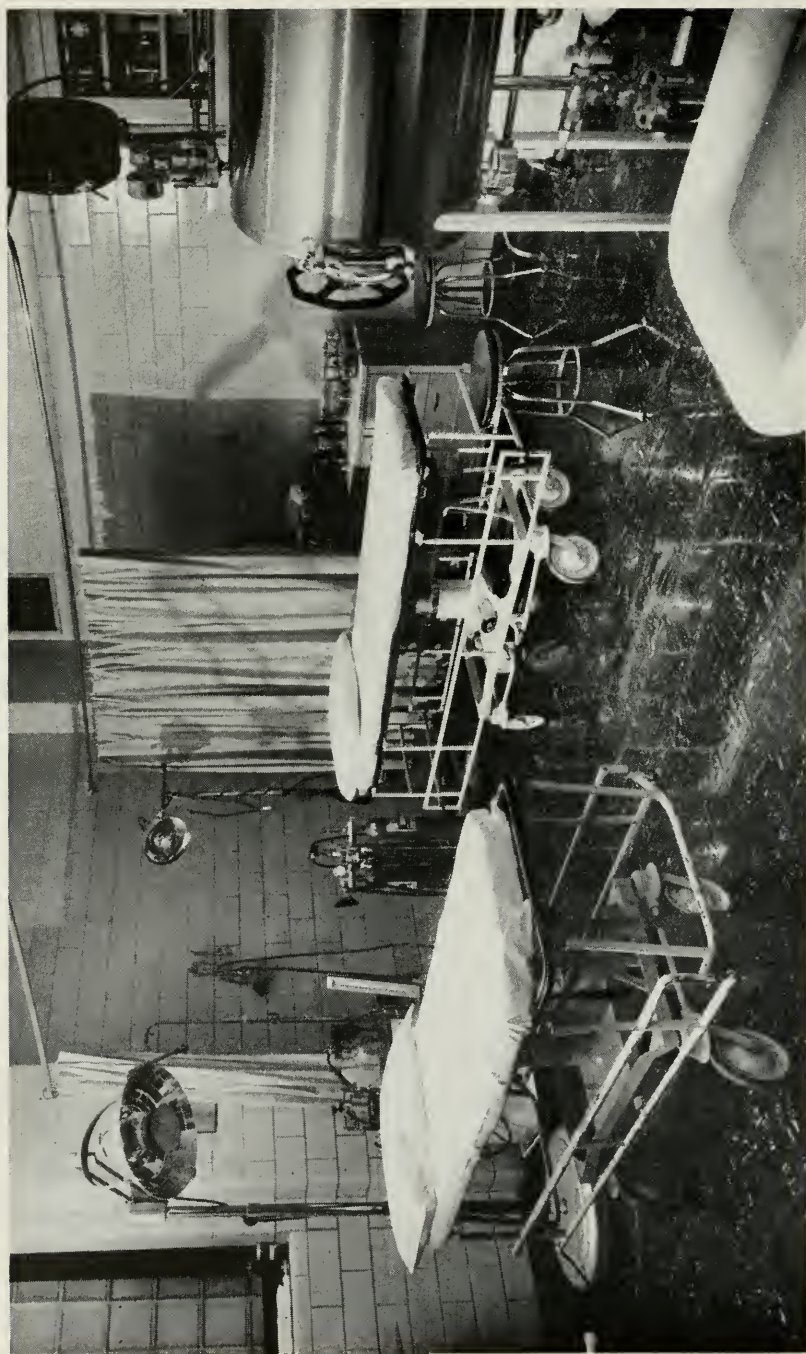
Distilled Water for Various Purposes



Maternity Delivery Room



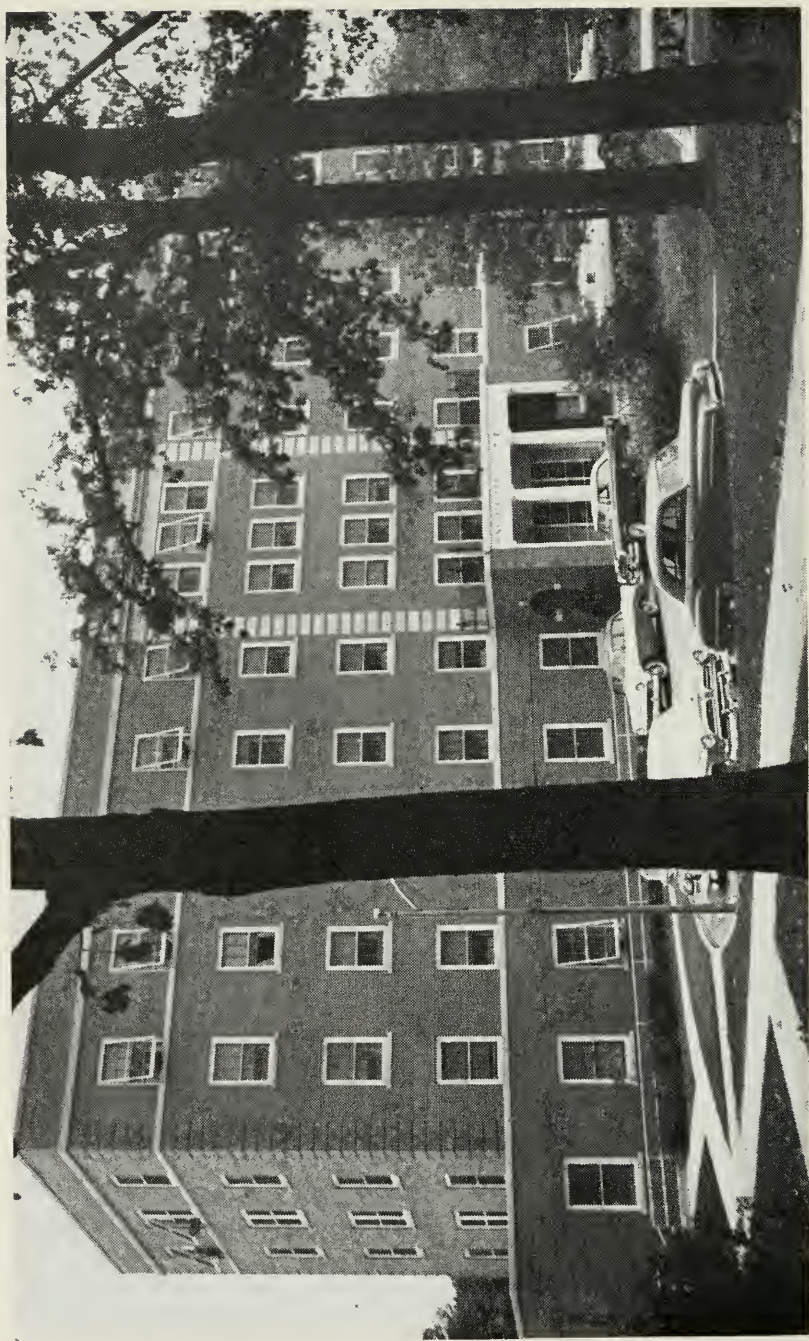
Physical Therapy



Emergency Room



Student Nurses' Lounge



Main Building — Autumn 1956

Personnel

BOARD OF DIRECTORS

J. D. Smith		<i>President</i>
W. B. Hill		<i>Vice-President</i>
A. C. Larson		<i>Secretary-Treasurer</i>
C. M. Bunker	G. E. Hutches	O. T. Moline
Elton Dessain	H. W. Kibble	W. A. Nelson
W. W. Frank, M.D.	Arthur Kiesz	F. O. Rittenhouse
	H. A. Shepard	

CHIEF ADMINISTRATIVE OFFICERS

1904 — 1957

Dr's David and Mary Paulson — Co-founders

H. E. Hyot	W. E. Abernathy
A. C. Gaylord	L. M. Bowen
Julius Paulson	G. C. Hoskins
C. E. Rice	B. C. Marshall
L. V. Roberson	R. H. Hervig
Verah MacPherson	N. C. Taylor
A. C. Larson	

MEDICAL STAFF — 1957

R. A. Matthies, *President*
 H. M. Stanton, *Vice-President*
 J. V. Burke, *Secretary-Treasurer*

Active

R. R. Allen
 W. D. Allers
 Arthur Arnold
 G. O. Baumrucker
 T. J. Benton
 F. M. Brayshaw
 W. E. Bretz
 J. V. Burke
 A. P. Dado
 K. L. Duncombe
 N. M. Frank
 W. W. Frank
 P. G. Fredrickson
 T. P. Froehlke
 J. A. Gardiner
 G. E. Guemmer
 R. E. Hall
 A. J. Hospers
 J. L. Hrdina
 Paul Immerwahr
 R. W. Janda
 F. R. Johnson
 E. W. Kallal
 R. E. LaRue
 C. I. Leff
 A. H. Lueders
 G. R. Luke
 R. F. Manning
 R. A. Matthies
 G. G. Moran
 R. W. Nauman
 B. L. Rodkinson
 J. A. Schoenberger
 C. E. Schultz
 J. P. Schweitzer

F. E. Snapp
 H. M. Stanton
 F. M. Sylvester
 Maya S. Unna
 Victoria B. Vacha
 B. F. Ward
 N. T. Welford
 M. G. Westmoreland
 A. F. Wiersma
 E. F. Worsley
 R. C. Youngberg

Associate

C. L. Anderson
 E. M. Christensen
 J. W. Payne

Courtesy

Margaret Austin
 O. D. Baab
 E. S. Baxter
 A. E. Bricker
 J. A. Conner
 J. W. Ertl
 D. J. Freriks
 T. P. Froehlke
 T. W. Hill
 Gerda Irving
 F. R. Johnson
 E. J. Justema
 R. T. Kearney
 Alexander Kolomijcew
 Abbie R. Lukens
 T. C. McDougal
 G. G. Moran
 W. A. Moore
 B. B. Newman

E. E. Nyman
 R. C. Oldfield, Jr.
 C. J. O'Neill
 L. F. Peterson
 R. J. Schilling
 L. W. Schneider
 W. J. Schnute
 J. A. Schoenberger
 J. P. Schweitzer
 F. F. Shewmake
 Harkishen Singh
 Fred Sinkovits
 R. M. Steinberg
 M. J. Summerville
 G. R. Swanson
 B. F. Ward
 Norman Young

Consulting

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 O. D. Baab
 L. A. Baker
 J. W. Clark
 W. S. Dye
 Frank Jirka
 F. R. Johnson
 T. F. Kruchek
 P. R. Latta
 R. P. Mackay
 E. D. Maxon
 J. J. Moore
 Charles Mrazek
 G. H. Mundt, Jr.
 H. R. Oberhill
 C. J. O'Neill
 R. W. Poborsky

W. J. Schnute	<i>Honorary</i>	E. J. Budill
Louis Schultz	R. D. Barclay	L. M. Butler
Robert Stokes		N. B. Carle
W. S. Walsh	<i>Dentists</i>	S. W. Cotter
	R. A. Anderson	K. W. Grundset

DEPARTMENT SUPERVISORS

Administrator	A. C. Larson
Assistant Administrator	O. T. Moline
Office Manager	R. L. Pelton
Personnel Director & Public Relations	A. W. Vandeman
Purchasing Agent	R. K. McAllister
Chaplain	D. W. Anderson
Director of Nurses	Mrs. Evelyn Nelson
Assistant Director of Nurses	Mrs. Eva Maude Martin
Educational Director	Gladys Passebois
Supervisors:	
Central Supply	Mary Yamazaki
Physical Therapy	Stella C. Peterson
Men's Hydrotherapy	L. E. Peterson
Operating Room	Elsie Wendth
Maternity Floor	Edna Shelburg
Medical Floors	Evelyn Wiik
Surgical Floor	Viola Carleton
Psychiatric Floor	Vesta Peterson
Pediatrics	Willma Pekinpaugh
Anesthesia	Lela Harper
Plant Operations	V. P. Lovell
Chief Engineer	C. I. Flyte
Pharmacy	Harry Fouts
Laboratory	L. C. Mapes
X-Ray	E. L. Graff
Record Office	Mrs. Erma McDole
Admitting and Information	Eva Pitcher
Dietitian	Mrs. Doris Batchelder
Chef and Steward	Robert Hallifax
Executive Housekeeper	Mrs. Alvia Montgomery

YEARS OF LOYAL SERVICE

50 years or more

Pedersen, Anna (53 yrs.)

20 years or more

Flyte, Clarence (25 yrs.)

Harper, Lela (22 yrs.)

Heisel, Ruth (24 yrs.)

Peterson, Cora (24 yrs.)

Peterson, Lorenz (24 yrs.)

Peterson, Stella (22 yrs.)

Saturley, Otha (20 yrs.)

Shelburg, Edna (29 yrs.)

Wiik, Evelyn (24 yrs.)

Graff, Mr. and Mrs. Edwin (20 yrs.)

Mead, Mr. and Mrs. Melville (20 yrs.)

NURSES' ALUMNI ASSOCIATION

809 Graduates since 1908 — Active members now 527.

Object No. 1: To enable us, through an organized body, more effectively to guard and foster the principles and ideals which called us into this profession.

OFFICERS

President	Miss Marydean Rayborn	1956
Vice President	Miss Dolores Elmer	1955
Recording Secretary	Mrs. Erma Serles	Associate
Corresponding Secretary	Mrs. Ruth Miller-Busch	1954
Asst. Corresponding Secy.	Mrs. Vesta Bishop	Associate
Treasurer	Mrs. Beatrice Jonhston	Associate

OTHER SANITARIUM ORGANIZATIONS

BLUE FEATHER—Open to any employee who wishes to join. Members pay dues toward a fund used to buy remembrances for employees who are ill and for gifts of appreciation to older employees leaving.

EMPLOYEE COUNCIL—A committee of employees chosen from various departments without respect to job held, who assist in directing employee activities.

CAMERA CLUB—This is a hobby club which teaches and promotes good photography.

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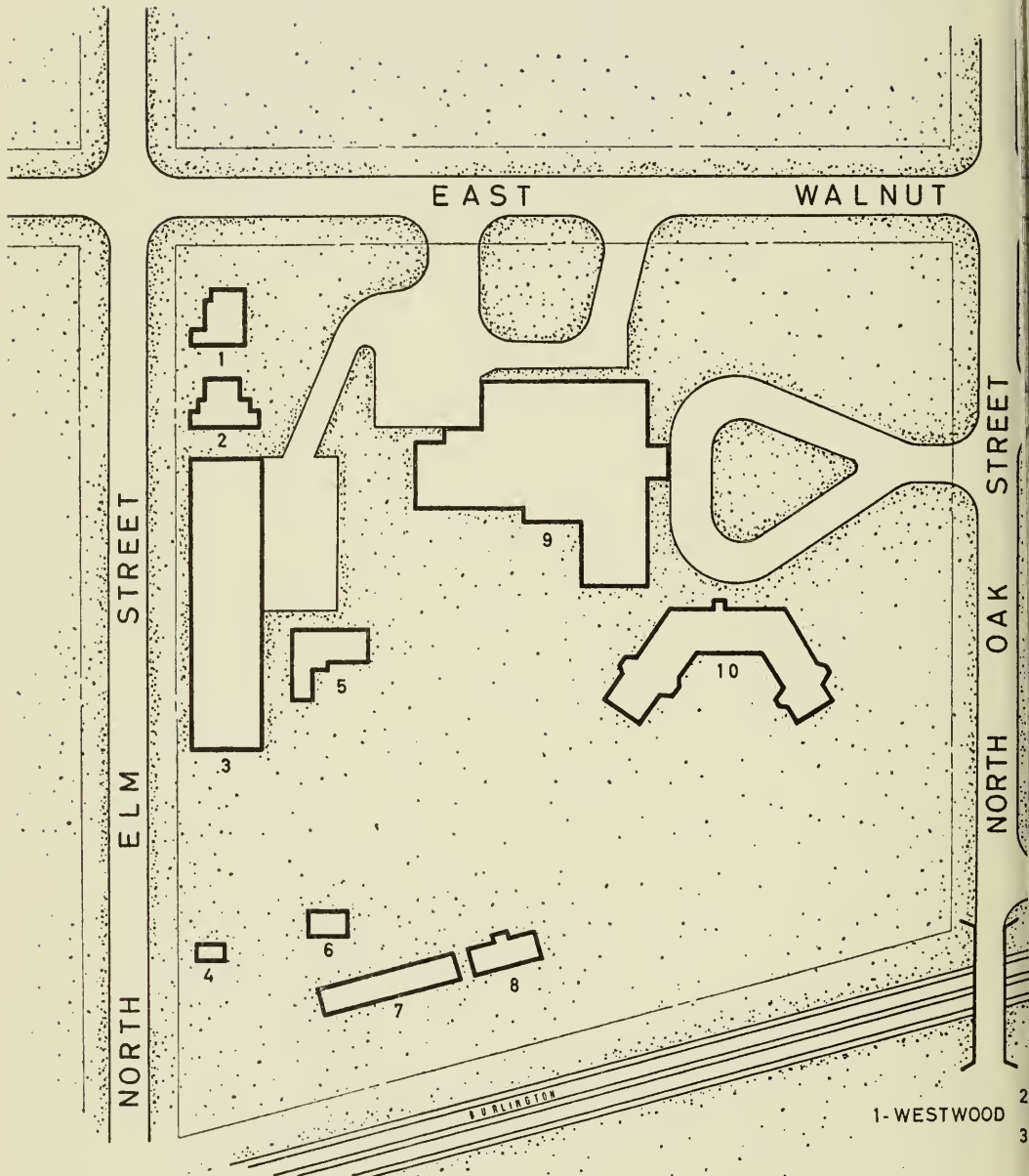
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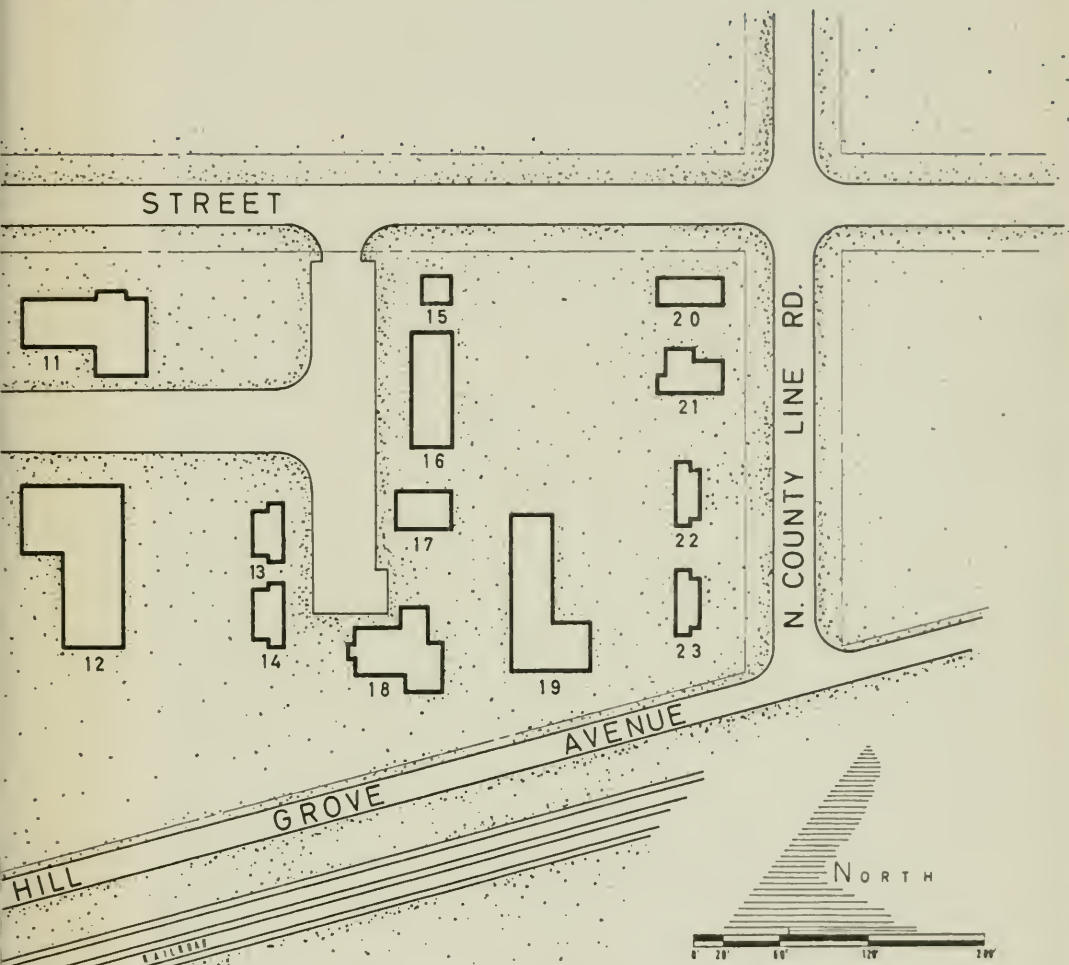
BUILDINGS AND

19



GROUND

5 7



- | | | | |
|-----------|------------------------|-----------------|----------------|
| RE HALL | 4-REST COTTAGE | 7-GREENHOUSE | 11-CHURCH |
| WOOD HALL | 5-MAINTENANCE BUILDING | 8-SOUTHLAWN | 12-TUPPER HALL |
| | 6-OAK LAWN | 9-MAIN HOSPITAL | 13-KNOLLWOOD |
| | | 10-PAULSON HALL | 14-SHADY NOOK |
| | | | 15-HILLSIDE |

- | |
|-------------------|
| 16-HILLCREST |
| 17-KIMBALL |
| 18-THE INN |
| 19-HIGHLAND HALL |
| 20-SUNRISE |
| 21-MOLINE COTTAGE |

22-EASTVIEW

23-PARKVIEW

UNIVERSITY OF ILLINOIS-URBANA



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